



# King County

1200 King County  
Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Meeting Agenda Committee of the Whole

**Councilmembers:** Kathy Lambert, Chair; Rod Dembowski, Vice Chair;  
Claudia Balducci, Reagan Dunn, Larry Gossett, Jeanne Kohl-Welles, Joe McDermott,  
Dave Upthegrove, Pete von Reichbauer

**Staff:** Rachelle Celebrezze, Lead Staff (206-477-0897)  
Marka Steadman, Committee Assistant (206-477-0887)

9:30 AM

Wednesday, March 30, 2016

Room 1001

### REVISED AGENDA - SPECIAL MEETING

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

1. **Call to Order**

2. **Roll Call**

To show a PDF of the written materials for an agenda item, click on the agenda item below.

3. **Approval of Minutes**

[March 16, 2016 meeting pp. 5-8](#)

### **Briefing**

4. [Briefing No. 2016-B0056 pp. 9-42 \(Approx. 30 min.\)](#)

ESJ Annual Report

Mike Reed, Council staff

Matias Valenzuela, Director, Office of Equity and Social Justice



Sign language and communication material in alternate formats can be arranged given sufficient notice (206-1000).  
TDD Number 206-1024.

ASSISTIVE LISTENING DEVICES AVAILABLE IN THE COUNCIL CHAMBERS.



## Discussion and Possible Action

5. [Proposed Ordinance No. 2016-0187](#) pp. 43-52 (Approx. 10 min)

AN ORDINANCE extending the required completion date for final report of the task force to make recommendations on the creation of a King County immigrant and refugee commission; and amending Ordinance 18085, Section 3.

**Sponsors:** Mr. Gossett

*Mike Reed, Council staff*

6. [Proposed Motion No. 2016-0117](#) pp. 53-76 (Approx. 10 min.)

A MOTION approving the Fourth Quarter 2015 Expenditures for Emergent Needs and Unanticipated Project Costs Summary Report prepared by the road services division in the department of transportation as required in the 2015/2016 Biennial Budget Ordinance, Ordinance 17941, Section 53, Proviso P2.

**Sponsors:** Ms. Lambert

*Lise Kaye, Council staff*

7. [Proposed Motion No. 2016-0196](#) pp. 77-80 (Approx. 15 min.)

A MOTION adopting the King County 2016 (FY 2017) Federal Legislative Agenda and King County 2016 (FY 2017) Federal Policy Interests.

**Sponsors:** Mr. McDermott

***Contingent upon referral to the Committee of the Whole***

*Mac Nicholson, Director of Government Relations*

## Briefing

8. [Briefing No. 2016-B0063](#) pp. 81-88 (Approx. 30 min.)

Animal Control Issues

*Miranda Leskinen, Council staff*

*Norm Alberg, Director, Records and Licensing Services Division (RALS), Department of Executive Services (DES)*

*Gene Mueller, Manager, Regional Animal Services, RALS-DES*

*Sean Bouffiou, Acting Deputy Director, RALS-DES*

9. [Briefing No. 2016-B0064](#) pp. 89-91 (Approx. 15. min.)

Convention Center Update

*Patrick Hamacher, Council staff*

## Adjournment

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## Meeting Minutes Committee of the Whole

*Councilmembers: Kathy Lambert, Chair; Rod Dembowski, Vice  
Chair;*

*Claudia Balducci, Reagan Dunn, Larry Gossett, Jeanne  
Kohl-Welles, Joe McDermott,  
Dave Upthegrove, Pete von Reichbauer*

*Staff: Rachelle Celebrezze, Lead Staff (206-477-0897)  
Marka Steadman, Committee Assistant (206-477-0887)*

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9:30 AM

Wednesday, March 16, 2016

Room 1001

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### DRAFT MINUTES

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

#### 1. Call to Order

*The Metropolitan King County Council's Committee of the Whole was called to order by Chair Kathy Lambert at 9:33 a.m.*

*The Chair called for a recess at 9:34 a.m. The meeting reconvened at 9:35 a.m.*

#### 2. Roll Call

**Present:** 8 - Ms. Balducci, Mr. Dembowski, Mr. Dunn, Mr. Gossett, Ms. Kohl-Welles, Ms. Lambert, Mr. McDermott and Mr. Upthegrove

**Excused:** 1 - Mr. von Reichbauer

#### 3. Approval of Minutes

*Councilmember Dembowski moved approval of the March 2, 2016, meeting minutes. There being no objections, the minutes were approved.*

## Discussion and Possible Action

### 4. Proposed Motion No. 2016-0162

A MOTION concerning the regional policy committee work program.

*John Resha, Policy Staff Director, briefed the Committee.  
This matter was expedited to the March 21, 2016, Council agenda.*

**A motion was made by Councilmember Balducci that this Motion be Recommended Do Pass Consent. The motion carried by the following vote:**

**Yes:** 7 - Ms. Balducci, Mr. Dembowski, Mr. Gossett, Ms. Kohl-Welles, Ms. Lambert, Mr. McDermott and Mr. Upthegrove

**Excused:** 2 - Mr. Dunn and Mr. von Reichbauer

## Briefing

### 5. Briefing No. 2016-B0055

Local Government Update - Road Services Division and Department of Permitting and Environmental Review

*Erin Auzins, Council staff, introduced John Starbard, Director, Department of Permitting and Environmental Review; who briefed the Committee and answered questions from the members. Lise Kaye, Council staff, introduced Brenda Bauer, Director, Road Services Division; who provided a PowerPoint presentation and answered questions from the members.*

*The Chair called for a recess at 10:23 a.m. The meeting reconvened at 10:24 a.m.*

**This matter was Presented**

### 6. Briefing No. 2016-B0056

ESJ Annual Report

**This matter was Deferred**

### 7. Briefing No. 2016-B0057

OLEO Director Candidate Interviews

*The Chair recessed the meeting into executive session under RCW 42.30.110 to evaluate the qualifications of an applicant for public employment. The meeting returned to regular session at 11:38 a.m.*

## Other Business

*There was no further business to come before the Committee.*

## Adjournment

*The meeting was adjourned at 11:40 a.m.*

Approved this \_\_\_\_\_ day of \_\_\_\_\_.

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Clerk's Signature

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## King County

### Metropolitan King County Council Committee of the Whole

#### STAFF REPORT

<b>Agenda Item:</b>	4	<b>Name:</b>	Mike Reed
<b>Proposed No.:</b>	2016-B0056	<b>Date:</b>	March 30, 2016

#### SUBJECT

Briefing on the King County 2015 Equity and Social Justice Annual Report.

#### SUMMARY

Ordinance 16948, the county's Equity and Social Justice (ESJ) Ordinance, requires the preparation of an annual report on status and trends in equity and social justice. The 2015 King County Equity and Social Justice Annual Report (Report) describes the formation of the new Office of Equity and Social Justice; summarizes major equity highlights for 2015; discusses the ESJ Strategic Plan; notes progress on the identified Determinants of Equity factors; and reports numerical values for key equity parameters.

#### BACKGROUND

In 2010, the Council approved Ordinance 16948, often referred to as the "ESJ Ordinance." It defined fourteen "Determinants of Equity"—factors that contribute to individuals or communities having a fair opportunity to attain their full potential. These Determinants of Equity have become the foundation for ongoing equity efforts in King County. The ESJ Ordinance also called for an annual report on "the status and trends in equity in the county" related to the implementation of the ordinance. Since 2012, the Executive has published an Equity and Social Justice Annual Report, building on earlier reporting on equity commitments and accomplishments in King County.

The 2015 Equity and Social Justice Annual Report was published in December 2015. The Report describes the formation of the Office of Equity and Social Justice in the Executive branch and identifies the primary functions of the Office, including integrating equity considerations into major county initiatives, providing training on equity topics to county employees, working on equity initiatives with the community, and supporting county staff in incorporating equity and social justice in program plans, processes and initiatives.

## **ESJ Progress Highlights**

Among the ESJ developments of the previous year that are highlighted by the Report:

- King County announced new actions to address racial disproportionality in the justice system, decriminalize homelessness and mental illness, and partner with schools and communities, including the following;
  - The Executive pledged to cap the number of detention beds at the future Children and Family Justice Center at 112, nearly half the number at the Youth Services Center currently;
  - King County Superior Court set a goal of cutting the use of detention for probation violators 50% by April 2016;
  - King County Superior Court also set a goal to eliminate detention for young people who run away from home, violate curfews, and are truant or responsible for other “status violations”, with limited exceptions;
  - The Department of Community and Human Services’ summer youth employment program placed 205 young adults into summer internships, including 15% that were homeless and 21% that were involved in the justice system;
- Bus service became more affordable for riders who qualify for Metro Transit’s new ORCA LIFT reduced fare. As of March 2016, more than 25,000 King County residents have signed up for the ORCA LIFT program and more than 3.7 million trips were taken with ORCA LIFT cards during the program’s first year.<sup>1</sup>
- A new water taxi, the MV Sally Fox, started service with ADA-friendly and passenger safety amenities;
- An ESJ Strategic Planning process began, including summer workshops engaging employees and community organizations to help shape the plan;
- Nine Bridge Fellows graduated, completing a leadership program and producing a collaborative ESJ project;<sup>2</sup>
- King County and partner jurisdictions hosted the Governing for Racial Equity Conference<sup>3</sup> at the Washington State Convention Center in Seattle on June 11-12, 2015, to provide a forum for engagement on issues related to advancing equity and social justice. A range of workshops were offered, addressing the public sector’s role in advancing equity, countering bias in hiring, urban sustainability through environmental justice, and transportation access for low income residents. Over 500 individuals attended the conference;
- The county adopted the Strategic Climate Action Plan<sup>4</sup>, which supports achieving ambitious targets to reduce greenhouse gas emissions, recognizing vulnerable communities that are most impacted by climate change;

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<sup>1</sup> <http://www.kingcounty.gov/elected/executive/constantine/News/release/2016/March/07-orca-lift-anniversary.aspx>

<sup>2</sup> The Bridge Fellowship (<http://kingcounty.gov/employees/bridge-fellowship.aspx>) is an employee development program that provides selected employees with experiences and tools needed to enhance leadership skills, learn more about County systems, and support career advancement. It is a one-year program made available to ten selected employees, featuring structured training and collaboration, customized development planning, and experiential learning.

<sup>3</sup> <http://grenetwork.org/wp/2015-conference/2015-agenda/>

<sup>4</sup> Motion 14449.

- The Best Starts for Kids levy was approved by the voters, establishing a program that will transform the way the region invests in children's future;
- King County established the Immigrant and Refugee Task Force to expand access to opportunities and voices in government; and
- Following intensive health care outreach and enrollment efforts by the county, census data confirmed that the percentage of uninsured adults declined from 16% to 10%, with more than 200,000 individuals enrolling.

### **ESJ Strategic Plan**

Of particular focus in the Report is the Equity and Social Justice Strategic Plan, which will guide the county's equity and social justice work over the long term. The ESJ Office is currently completing a draft of the Strategic Plan, which will then be broadly circulated for input from interested audiences. The Office of ESJ anticipates transmitting to Council a final version of the ESJ Strategic Plan in late spring. According to the Report, planners who have been developing the strategic plan have identified a series of questions that are driving the planning, including: What are the elements of county systems and operations where the greatest potential ESJ impacts are? What ESJ initiatives are working and need to be expanded? What initiatives are not working and needs to be discontinued? Where can King County learn and leverage "best practices" for ESJ that promote change? Where are there opportunities for partnerships with community organizations, business, labor, education, philanthropy, and cities to improve equity outcomes?

The Strategic Plan will also define the role that King County ESJ will have in leading and supporting regional equity efforts.

### **Progress on Determinants of Equity**

The Report also describes the county's progress on particular Determinants of Equity,<sup>5</sup> by discussing a number of key initiatives that impact one or more Determinants. Of note, the Best Start for Kids levy is described as impacting all the Determinants. The Report describes several potential Best Starts for Kids strategies that would impact the Determinants, including universal access to developmental screenings, nurse home visitations for first-time mothers and homelessness prevention funding. Other county initiatives identified in the Report that are expected to have an impact on the Determinants include initiatives aimed at building equitable communities, addressing disproportionality in juvenile detention, creating a diverse workforce, and transforming the organizational culture.

### **ESJ Dashboard**

Finally, the Report includes an Online Dashboard of Equity and Social Justice. The Dashboard launched in October 2015. Data is drawn from tracking, monitoring and reporting systems and strategic plans of county agencies. The Dashboard is updated on

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<sup>5</sup>Determinants of Equity are defined in Ordinance 16948, adopted in October 2010.

a regular basis, as new data is available, so that it captures the state of the county at any given time. The Dashboard is organized around key priorities, including Equity and Social Justice, Best Run Government, Climate Change and Regional Mobility. Each of these has a number of topic areas. There are nine topic areas for Equity and Social Justice, including Natural and Built Environment/Climate; Education; Community and Neighborhoods; Food Access; Public Transit Access; Health and Human Services; Jobs and Economic Security; Affordable and Quality Housing; and Justice and Public Safety. The Dashboard provides scores on major parameters of these topic areas. For example, according to the Dashboard:

**Social Cohesion:** King County adults were questioned about trust in their neighborhood and likelihood that neighbors could be counted on to intervene in problem situations. The mean social cohesion score for adults in King County was 36.2, with a possible range from 10 to 50.<sup>6</sup>

**Housing Cost-Burdened:** 35% of homeowners and renters are paying more than 30% of their income on housing.

**Health Insured:** 10.1% of adults are uninsured.

The Dashboard can be found at (<https://performance.kingcounty.gov>).

Matias Valenzuela, Director of the Office of Equity and Social Justice, will brief the Committee on the 2015 Report. Matias will also briefly speak to progress on the draft ESJ Strategic Plan, including the attached Strategic Plan Framework.

## **ATTACHMENTS**

1. King County 2015 Equity and Social Justice Annual Report
2. ESJ Strategic Plan Framework

## **INVITED**

- Matias Valenzuela, Director, Office of Equity and Social Justice

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<sup>6</sup> <https://performance.kingcounty.gov/stat/goals/m3m3-jtb4/ypgc-e668/kqxt-bn8q>

# KING COUNTY EQUITY AND SOCIAL JUSTICE ANNUAL REPORT

DECEMBER 2015



Affordable, safe, quality housing  
Access to parks and natural resources  
Equity in County practices  
Access to affordable, healthy, local food  
Equitable law and justice system  
Community and public safety  
Access to safe and efficient transportation  
Quality education  
Access to health and human services  
Healthy built and natural environments  
Family wage jobs and job training  
Early childhood development  
Economic development  
Strong, vibrant neighborhoods



King County

**OFFICE OF  
EQUITY AND SOCIAL JUSTICE**

**OFFICE OF  
KING COUNTY EXECUTIVE  
DOW CONSTANTINE**

[www.kingcounty.gov/equity](http://www.kingcounty.gov/equity)

**401 Fifth Ave, Ste. 800, Seattle, WA 98104**

**206-263-9600 / TTY Relay: 711**



*Tribal dedication of West Point Archaeological Exhibit,  
supported by King County*



*Movie under the stars event at Steve Cox Park  
in White Center*

**Alternative Formats Available**

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*King County contingency at 2015 Pride Parade*

# LETTER FROM KING COUNTY EXECUTIVE DOW CONSTANTINE



As we present our 2015 Equity and Social Justice Annual Report, our commitment to create a more equitable King County is stronger than ever, and our effort must measure up to the scope of our challenges.

A local government like King County cannot on its own reverse all entrenched inequities. But we can make a real difference in people's lives, if we examine our policies, decisions, programs, and practices through an equity lens. And, we can engage and involve the community in a meaningful way, understand more fully the residents we serve, and then truly connect with people and partners to start changing the equation.

As we take stock of the year, there is one area that is of particular concern, not just here locally, but nationally as well – income inequality.

It's axiomatic that economic growth is driven by a strong middle class. But in King County, 95 percent of the net new households created since 2000 earn either less than \$35,000 a year, or more than \$125,000. One can quibble over the definition of middle class, but the dearth of new households earning anywhere near the 2013 median income of \$72,000 is troubling.

Our middle class is simply not growing, even in good times. This economic sinkhole in the center wasn't in evidence when I was growing up in West Seattle. Back then, it seemed as though the majority of the parents worked at Boeing, or the port, or the steel mill – or they were teachers, or police officers, or shopkeepers. There was a large working and middle class; a comfortable quality of life with plenty of access to the common goods of the mountains and Puget Sound; and few signs of either great wealth or great poverty.

But without a strong, growing middle class, we are prone to a vicious cycle of less-robust consumer spending, lower government revenues, and reduced investment in the infrastructure and education needed for future growth and opportunity.

There are also race and place-based elements to these income gaps. Since the Great Recession, the average income for whites in King County has risen steadily and significantly, while blacks have experienced net average income loss.

Income inequality is a long-fester issue that has its roots in historical, macroeconomic, and social trends and policies. From the start, our nation set clear and unfair rules by race for who



could own land and accumulate wealth. Even as our postwar generation made progress on civil rights and enjoyed a period of shared and robust economic growth, we have seen the liberalization of trade and finance; the decline in the power of labor unions; significant shifts in national tax policy; and a decline in investment in education and infrastructure.

My core commitment for King County has been to create conditions under which each person can have a fair shot at success—regardless of race or wealth or place of residence. And, by fair shot, I don't mean a long shot.

This Annual Report highlights how King County has worked with our community, partners, and employees to realize tangible results, including reducing the rate of persons without medical insurance from 16 percent to below 10 percent, and creating a low-income transit fare to keep money in the pockets of those who most need it.

Our approach is based on the belief that people want – and should reasonably expect – a good and affordable place to live, ways to get around, a quality education for their kids, and fair access to the ladder of success. They don't need anyone to carry them up that ladder, just a solid foundation beneath their feet.

This Report also shows how we need to boldly address the root causes of inequities, such as with the newly voter-approved Best Starts for Kids, the most comprehensive approach to early childhood development in the nation. Best Starts for Kids is performance-driven and science-based, and starts with prenatal support, sustains the gain through teenage years, and invests in healthy, safe communities that reinforce progress.

Best Starts for Kids expands opportunity and begins the transition to less expensive, more effective upstream solutions to costly challenges such as mental illness, substance abuse, homelessness, domestic violence, and incarceration.

One-size-fits-all solutions won't address inequities; but we can accomplish that by meeting people where they are. This requires an intentional focus on addressing impacts on historically disadvantaged communities, while exploring and questioning the elements of our existing systems that have perpetuated disparate outcomes.

We must not be afraid to tackle the big racial equity issues of our time, including disproportionality in the justice system, and how practices and policies in schools, law enforcement, and the justice system have led to unacceptable outcomes for communities of color. These challenges demand from us community-wide collaboration.

To better connect our residents with their government, we must use innovative practices to strengthen human relationships and deepen communication between “We the people” and the people we employ, entrust, and empower to meet our community needs.

No change is possible in the community if we don't start our work internally and ensure that our employees are fully engaged. Our organizational culture has to be one in which employees listen to and respect each other, as we learn and grow together.

To achieve my goal of becoming the best run government, we need a workforce that is diverse at all levels. As a regional government working in an increasingly interconnected world, a diverse workforce makes us more competitive, innovative, and nimble – allowing us to provide the best services to the many communities we serve.

In this Report, you will read how we are preparing our organization and workforce to serve our increasingly diverse communities of tomorrow.

I thank all of you – our employees, community organizations, residents, businesses, local governments, and philanthropic groups – who have taken to heart our collective call to create a better and more prosperous region for everyone. We are making a difference.

Sincerely,



*Dow Constantine*  
King County Executive

# EQUITY FROM THE START

**Foreword by Brenda Blasingame, M.A.**  
**Seattle resident and National Director of Programs and Partnerships at Save the Children U.S. Programs. She is also an immediate past president of the Open Arms Perinatal Services Board and a University of Washington faculty member.**



**“A new baby is like the beginning of all things—wonder, hope, a dream of possibilities.” – Eda J. Leshan**

Every child is born into possibility, yet for too many the opportunity to reach that possibility is unequitable from the start. About 22 percent of our nation’s children live in poverty, and the numbers are even more devastating for children of color: 39 percent for African Americans, 37 percent for American Indians, 33 percent for Latinos/Hispanics, and 23 percent for mixed race children.

Best Starts for Kids, an initiative recently passed by King County voters, is a bold move to ensure that all children—regardless of race or economic status—have access to the support needed for the best possible start in life. The initiative follows what science and research have already proven: strategically investing in all children with prevention and intervention at critical development points in their early years can not only prevent negative outcomes later in life but can set the trajectory for lifelong success.

Sadly, equity has not always been part of our early childhood education history. For example, as the enslavement of blacks was coming to an end in the United States in the 1860s, our own state of Washington was establishing the first boarding school on the Yakima Reservation. And although the Supreme Court decision on *Brown v. Board of Education* was rendered in 1954, the fight to desegregate schools in our country continued into the 1970s. In 1965, Head Start became the first attempt to create equity nationally in early childhood education. A half century later we continue to work on achieving equity in education—and we still have a long road ahead.

Today we know more than ever about the critical earliest months and years of a child’s life. We know that 90 percent of a child’s brain develops during the first three years of life—and that by the time children are eight years old and usually in third grade, much of what they need to succeed in life has already been established. That includes cognitive, social and emotional development, gross motor skills, and the foundations of executive functioning, including the ability to pay attention, manage emotions and solve problems.

In King County about 25,000 children are born each year, and half of the young people under age 18 are people of color. What’s more, in some parts of the County, one in four children under the age of five live in poverty. The long-term consequences of ongoing poverty and adverse experiences are especially severe for the youngest children, making it less likely that they will graduate from high school, complete college, or be consistently employed as adults.

Achieving equity for the approximately 20,500 children in King County under the age of five living in poverty—plus children in families at other income levels who are also struggling—is the right thing to do, and it is the economically-sound thing to do.

## USING TARGETED STRATEGIES TO ACHIEVE FAIR STARTS FOR ALL

The Early Childhood Longitudinal Study, sponsored by the National Center for Educational Statistics, examines child development, school readiness, and early school experiences and shows that gaps for children who live in low income or poverty circumstances begin as early as nine months. Researchers from Stanford learned that by 18 months children in low-income families are already months behind their higher-income counterparts. If left as is, these gaps can widen over time, with the opportunity gap leading to the readiness gap, resulting in an achievement gap. What's more, children who fall behind tend to stay behind.

Across the County efforts are underway to increase the prospects available for all children, specifically those whose life circumstances limit access to necessary opportunities that support optimal early development. Best Starts for Kids further advances these opportunities with a concept known as “targeted universalism”—using focused strategies to reach universal goals.

The process starts by establishing goals for all children's success, then putting in place the supports needed for them to succeed. These supports are then customized to a child's specific environment. This ensures that children who are the furthest behind and have the most to gain get the custom-tailored support they need for optimal personal development.

## WE ARE CHANGING THE TRAJECTORY THAT POVERTY AND RACIAL INEQUITIES PUT IN PLACE

In addition to Best Starts for Kids, all across our County bold steps are being taken to create equal access to high-quality early childhood education opportunities. As a result, very young children are beginning their journey from cradle to college and career with the support they need for success. Some of the innovative approaches in our own backyard include:

- Thrive Washington, a statewide leader on racial equity in early learning. Thrive has invested in the development of a Racial Equity Theory of Change, a framework for advancing racial equity in early learning by ensuring that all children, especially those with minimal access to resources, have the support necessary for optimal development.
- The City of Seattle's new subsidized preschool pilot program operates on a sliding scale basis, making it accessible for families of all income levels. As a result, children from varying socio-economic backgrounds can learn together. Early research also shows that economic integration within preschool classrooms leads to stronger language skill development for all children.
- The Roadmap Project is taking place in South King County and South Seattle with a single goal: doubling the number of students who graduate from college or earn a career credential by 2020. Implementing a cradle-to-career approach, the project is focused on closing the opportunity and achievement gaps that exists for children of low-income families and children of color in seven King County school districts.

Today we live in a world that connects us in ways that we would have never imagined forty or even twenty years ago. We have to think differently about our future. It is no longer about “my” children and “those” children; it is about “our” children. We can no longer let a zip code or socio-economic status or race determine the likelihood of future success. Our futures are linked, and every child needs the opportunity to be his or her best possible self.

# KING COUNTY EQUITY AND SOCIAL JUSTICE: WHERE WE'VE BEEN AND WHERE WE'RE GOING

## OUR HISTORY

King County's work on equity and social justice can be described as fitting into three phases. Before 2008, many of our departments and agencies focused on disparities and disproportionality in various realms such as health and criminal justice, which were generally not coordinated across the County. In early 2008, then-King County Executive Ron Sims launched Equity and Social Justice (ESJ) an "initiative" based out of the Executive Branch designed to intentionally incorporate an equity lens into departments' policies and decisions, organizational practices and engagement with community.

Starting in 2010 with new King County Executive Dow Constantine and the County Council, Equity and Social Justice became an integrated part of the County's work with the countywide Strategic Plan and ESJ ordinance. This new ordinance named the Inter-Branch Team as the coordinator and facilitator of the County's equity work and formalized systems and frameworks, including the Determinants of Equity.

This last year represents the latest phase for King County Equity and Social Justice with two major developments: the creation of the Office of Equity and Social Justice and the launch of the first ESJ Strategic Plan process.

## OUR PRESENT AND FUTURE

### The new Office of Equity and Social Justice

Established on January 1, 2015, the new Office of Equity and Social Justice works hand-in-hand with the Inter-Branch Team to support the work of all County employees and agencies and serve as the backbone and coordinator of key County efforts to advance equity in the organization and community. Although there is now an ESJ Office, every County agency and employee is still ultimately responsible for advancing and being accountable for Equity and Social Justice activities and deliverables.

The ESJ Office and Inter-Branch Team work with and support staff in integrating and embedding equity into areas such as Best Run Government, Lean, budgeting and Lines of Business. These same players also lead a series of employee trainings, including basic ESJ, tools and race trainings. Similarly, the ESJ Office and Inter-Branch Team work with community-facing initiatives and support their staffs in integrating equity and social justice in plans, processes and policies. Work with partners includes Best Starts for Kids, the Juvenile Justice Equity Steering Committee, the Comprehensive Plan and the Strategic Climate Action Plan.

The ESJ Office also supports the commitment and work plan processes for all departments and agencies. These work plans are developed by Inter-Branch Team members



*A community discussion to shape the Equity and Social Justice Strategic Plan*



*Employees shaping our Equity and Social Justice Strategic Plan*

working with their departments and agencies—most of which have their own ESJ teams.

Currently a significant task of the ESJ Office is to work with Council and others to implement the recommendations of last year's Limited-English Proficiency (LEP) Proviso Report. The implementation of these Proviso Report recommendations will be closely integrated with the creation of the Immigrant and Refugee Task Force and its report and recommendations, which include the consideration of an immigrant and refugee commission.

### **The ESJ Strategic Plan**

Since spring of 2015 the County has been working on the development of the new ESJ Strategic Plan, which will guide the work of ESJ both in the short and long term. Questions that are driving the planning include: Where are the areas where ESJ can make the greatest impact? What is working and needs to be expanded? What is not working and needs to be discontinued? Where can King County learn and leverage "best practices" that promote change? Where are the areas of intersection where

King County can work together with partners in community organizations, business, labor, education, philanthropy and cities to achieve improved outcomes?

Created with the deep engagement of employees and the broader community, the ESJ Strategic Plan will impact lives and inequities by focusing on institutional policies, practices and systems and serve as a blueprint for change. It will also be a dynamic action plan for achieving greater institutional and regional equity and social justice. The strategic planning process is as important as the plan. The process is designed to gather and recognize employee and community equity-related priorities, challenges, assets and contributions, valuing the thoughts and experiences of employees and community partners from the start. By late 2015, close to 600 employees and several hundred organizations will have been engaged in the process.

The ESJ Strategic Plan will also define the role that King County Equity and Social Justice will have in leading and supporting regional equity efforts. King County continues to play a part in regional and national forums, such as Governing for Racial Equity Network, Place Matters, and the Puget Sound Regional Equity Network. And in addition to developing our internal capacity to tackle equity in the community, King County is also focused on building community capacity—in community-based organizations, local governments, labor organizations and other sectors—to position the region to address persistent inequities that King County government cannot address alone.

## SELECT ESJ HIGHLIGHTS AND ACCOMPLISHMENTS FROM THE PAST YEAR

- |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>November 2014</b> | <ul style="list-style-type: none"> <li>■ ESJ Inter-Branch Team delegation attends the Race Forward conference in Dallas.</li> <li>■ First ESJ Fair is held to highlight employee work and attended by a broad representation of employees.</li> </ul>                                                                                                                                                                                                                                                                                                                                        |
| <b>December</b>      | <ul style="list-style-type: none"> <li>■ Hundreds of employees attend the ESJ Forum with a presentation by Rachel Godsil of the Perception Institute on implicit bias and structural racism. A team subsequently creates an anti-bias facilitation guide, available online.</li> </ul>                                                                                                                                                                                                                                                                                                       |
| <b>January 2015</b>  | <ul style="list-style-type: none"> <li>■ New Office of Equity and Social Justice is created, with dedicated staffing and resources to work with the Inter-Branch Team to lead, support and coordinate internal and regional equity activities.</li> <li>■ New Determinants of Equity Report identifies and catalogs community-level indicators for the Determinants of Equity to support equity reviews, plans and budgets, and performance management.</li> </ul>                                                                                                                           |
| <b>February</b>      | <ul style="list-style-type: none"> <li>■ The Seattle Foundation and King County invest \$1.5 million to expand successful community efforts that confront increasing inequity.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>March</b>         | <ul style="list-style-type: none"> <li>■ King County leaders announce new actions to end racial disproportionality in the justice system, decriminalize homelessness and mental illness, and partner with schools and communities.</li> <li>■ Metro's Partnership to Achieve Comprehensive Equity (PACE) Program is awarded the national Pacesetter award for its work as an unequaled example of "innovative leadership in public sector labor relations."</li> <li>■ Bus service becomes more affordable for riders who qualify for Metro Transit's new ORCA LIFT reduced fare.</li> </ul> |
| <b>April</b>         | <ul style="list-style-type: none"> <li>■ Launch of two new ESJ trainings on Equity Tools and Race: The Power of an Illusion.</li> <li>■ New Water Taxi, the MV Sally Fox, starts service with ADA friendly and passenger safety amenities.</li> </ul>                                                                                                                                                                                                                                                                                                                                        |
| <b>May</b>           | <ul style="list-style-type: none"> <li>■ ESJ Strategic Planning process begins. Summer workshops are held with 560 employees and more than 100 organizations are engaged to shape the plan.</li> <li>■ Nine Bridge Fellows graduate, complete a leadership program and produce a collaborative ESJ project.</li> </ul>                                                                                                                                                                                                                                                                       |
| <b>June</b>          | <ul style="list-style-type: none"> <li>■ King County along with partner jurisdictions host the Governing for Racial Equity Conference to advance equity in government, with more than 500 people in attendance at the Seattle event.</li> <li>■ New Strategic Climate Action Plan serves as roadmap for achieving ambitious targets to reduce greenhouse gas emissions, recognizing vulnerable communities that are most impacted by climate change.</li> </ul>                                                                                                                              |
| <b>July</b>          | <ul style="list-style-type: none"> <li>■ Executive and King County Council put Best Starts for Kids on the November ballot, giving voters the opportunity to transform the way the region invests in our children's future.</li> <li>■ King County joins with community leaders, parents and youth to work to end racial disproportionality in our juvenile justice system, as part of the Juvenile Justice Equity Steering Committee.</li> </ul>                                                                                                                                            |

## August

- New King County ordinance creates the Immigrant and Refugee Task Force to expand access to opportunities and voices in government.
- King County Council and Executive sign legislation broadening the Federal Voting Rights Law in King County by requiring voting materials be translated into languages beyond Chinese and Vietnamese, starting with Spanish and Korean.
- Seventeen employee projects awarded funds as part of the 2015-16 Equity and Social Justice Opportunity Fund.

## September

- Executive launches initiative to create 700 units of workforce housing around transit centers.
- Following intensive outreach and enrollment efforts by County and partners, census data confirms dramatic decrease in number of uninsured adults in King County.
- The Water Taxi's newest vessel, the MV Doc Maynard, starts service with ADA friendly and passenger safety amenities.

## October

- A new Immigrant and Refugee Task Force launches to examine better ways to integrate and engage immigrant and refugee residents and examine the creation of a commission.
- A delegation of King County employees and dozens of regional partners from community organizations, philanthropy and local jurisdictions attend PolicyLink's Equity Summit in Los Angeles.



*The Governing for Racial Equity Conference*



*Executive Constantine and Council Chair Phillips sign new voting rights legislation*

## REDUCED METRO FARES MAKE BUSES MORE AFFORDABLE TO THOUSANDS

ORCA LIFT, Metro's income-based reduced fare program, has grown at a steady pace since its inception in March 2015. The program, which is available to qualified riders whose income is below 200% of the federal poverty level, provides cardholders a savings of up to 50% of the per trip cost on Metro and Kitsap Transit buses, Sound Transit Link light rail, the King County Water Taxi and the Seattle Streetcar.

ORCA LIFT is a partnership between King County Metro and Public Health - Seattle & King County and includes eight human service agencies as participating enrollment sites. The program is on pace to enroll more than 25,000 people by the end of its first year as it continues to increase its outreach and enrollment. For example, it has been promoted as part of the current Affordable Care Act enrollment now under way.

Next steps for ORCA LIFT include expanding its use to employees of businesses with workforces at the minimum wage level and to clients of social and human service agencies that provide transportation subsidies.

The ORCA LIFT program was created based on significant input from the community and continues to be well regarded and supported, and it has helped advance the national debate on the connection between transportation and public health.



*Metro passengers*

## INCREASING ACCESS TO HEALTH CARE



*Enrollment event in South Park*

The Executive's "all-hands-on-deck" approach to promote enrollment under the Affordable Care Act helped more than 200,000 people enroll in the new healthcare insurance system -- dropping the percentage of uninsured adults in King County from 16 percent to below 10 percent.

The number of uninsured declined for all racial and ethnic groups. One highlight was the decline for African Americans, for whom the number of uninsured adults dropped by 60 percent.

These declines mean fewer local residents are delaying needed medical care because of cost, and more people are getting routine preventive care -- providing access to timely treatments and a better chance to control chronic diseases, such as diabetes or heart disease. They also can access crucial cancer screenings, early help for depression or for drug use problems, or vaccinations.

Still, as many as 139,000 adults do not have insurance, and King County continues to find new ways and partnerships to help individuals and families enroll in coverage, especially in the ethnic groups and zip codes with the greatest needs.

# BEST STARTS MATTER

## DETERMINANT OF EQUITY:

**Impacts all determinants**

**WHO: King County with a broad range of partners across multiple sectors**

**WHAT: Implementing preventive strategies that improve the well-being of all children**

In November of this year, King County voters approved the Best Starts for Kids levy, which is designed to improve the health and well-being of children, youth and young adults by investing in prevention and early intervention strategies.

Earlier parts of this Equity and Social Justice Annual Report have shown the needs that exist in many of our communities. Best Starts for Kids is a game changer that is moving us towards realizing that household income is no longer a top predictor of a child's success in life.

At its foundation, Best Starts for Kids is based on world-class science and research—much of it developed right here at the University of Washington—that tells us that supporting children and families early and at critical times throughout a child's youth is the best way to ensure his or her health, well-being and lifelong success.

All of the Best Starts for Kids strategies were developed with input from a wide range of community partners and practitioners in order to address equity in our County. These strategies are designed to be both universal and targeted, which means that some evidenced-based programs will be offered throughout the entire County, while others will be unique to certain geographical or cultural communities. The communities themselves will determine how best to meet their needs.

## KEY AREAS

**Investing Early.** Fifty percent of the levy goes towards strategies focused on pregnant women and children under age five, including a modest investment to sustain and expand parent and child health services that are delivered through the County's Public Health centers.

**Sustaining the Gain.** Thirty-five percent is dedicated to strategies focused on children and youth aged five through 24. Research tells us that the brain continues to develop during this time and that prevention methods focused on key developmental stages or transition points in a young person's life help sustain gains made earlier in life.

**Communities Matter.** Ten percent of funds go towards community-level strategies to expand and sustain the partnership between King County and The Seattle Foundation on Communities of Opportunity. This community initiative is based on our understanding of the impact of place on a child's success and the importance of supporting communities in building their own capacity to create positive change.

**Outcomes-Focused.** Five percent of funds will support evaluation—allowing the County to both assure that we are achieving the results we hope for with Best Starts for Kids and allowing community-based organizations to show that their programs work.

## EXAMPLES OF BEST STARTS FOR KIDS STRATEGIES INCLUDE:

**Universal access to developmental screenings** for very young children, when it is proven to be most effective at helping infants and toddlers prepare for school.

**Increased access to mental-health screenings** for middle school-age youth.

**Nurse home visitations for first-time mothers**—from pregnancy through a child's first two years—to make sure they get off to a strong, healthy start.

**Flexible funding for families to prevent homelessness.** For example, helping a working mother keep her transportation so she can make it to work and not lose her job, decreasing the likelihood that she and her family become homeless.

# BUILDING EQUITABLE COMMUNITIES WHERE NEEDS ARE GREATEST

## **DETERMINANTS OF EQUITY:**

**Impacts all determinants**

**WHO:** Community organizations, The Seattle Foundation and King County

**WHAT:** Creating greater health, social, economic and racial equity

Launched as a partnership between The Seattle Foundation and King County in March 2014, Communities of Opportunity is now a broad partnership with community organizations with the ambitious goal of creating greater health, social, economic and racial equity in King County.

Part of the inspiration for Communities of Opportunity were the King County maps that showed the census tracts with the greatest inequities across several measures of well-being.

"It's one thing to hear statistics, but when you start putting those facts into a visual representation, you see that there are parts of King County where residents' lives are shorter, health is poorer, fewer children are graduating from high school, unemployment is higher and they're all clustered together," says Alice Ito, the Director of Community Programs at The Seattle Foundation.

The other inspiration comes from the people and voices in the communities themselves.

**"In White Center, residents' voices make the difference in identifying what is important to this community," says Sili Savusa, Executive Director of the White Center Community Development Association. "Communities of Opportunity helps us maintain our accountability to families and build our relationships with each other and our collaborative partners in a way that makes sense to the White Center community."**

Communities of Opportunity maximizes positive impact by using cross-sector partnerships to co-design strategies with community leaders. Along with catalyzing public and private resources to serve underinvested neighborhoods, Community of Opportunity works on policy and systems change with place-based strategies to improve health, housing, economic opportunity and community cohesion.

"In the past few years, the diverse communities in the Rainier Valley began to come together to improve our livelihoods, preserve and express our cultures, secure resources and grow indigenous leadership," says Tony To, the Executive Director of HomeSight. "Communities of Opportunity has been instrumental in leveraging these existing efforts to better enable community ownership of solutions across issues and interests."

So far, the key to Communities of Opportunity's success has been the balance between "context" experts who know the community and its interests intimately and "content" experts who have the technical know-how.

Throughout 2015, monthly co-design meetings with 50/50 representation between local community representatives and institutional staff were held to develop strategies and evaluation indicators for each of the three local cross-sector partnerships in the Rainier Valley area of Seattle (with HomeSight as the lead), SeaTac and Tukwila (Global to Local), and the White Center/North Highline unincorporated area (White Center Community Development Association).



*Community, philanthropic and government representatives jointly designing strategies*

**“Global to Local and the Food Innovation Network are building on the business skills and experience of SeaTac and Tukwila residents,” says Adam Taylor, Executive Director of Global to Local. “We are working to bring groups together across multiple sectors to collectively address long-standing problems, while recognizing that those solutions can and should be community driven.”**

“Communities of Opportunity says that instead of working alone in siloes, we must work together in cross sectors and concentrate our investments in the places with the most urgent needs and the greatest potential. We are focusing on community-driven efforts and catalyzing our systems and policies so that we drive resources to this 20 percent of our County, which actually

benefits our entire County,” says Kirsten Wysen, Project Manager at Public Health–Seattle and King County.

The insights so far have been enlightening, and the teams will continue to learn more as they move from the design to implementation phases of the five-year funding commitments to these sites.

**“With Communities of Opportunity we are beginning to see the connections and profound impact on health and life expectancy in areas where people do not have adequate housing security and other amenities that form the social determinants of health,” says Cheryl Markham, Strategic Advisor for Community Development and Housing at King County Department of Community and Human Services.**

## KING COUNTY DATA, DEMOGRAPHICS, AND ASSETS

### POPULATION MEASURES

**Life expectancy**      74 years      87 years

#### Health, broadly defined:

Frequent mental distress	14%	4%
Smoking	20%	5%
Obesity	33%	14%
Diabetes	13%	5%
Preventable hospitalizations	1.0%	0.4%

#### Housing:

Poor housing conditions      8%      0%

#### Economic opportunity:

Income below 200% poverty	54%	6%
Unemployment	13%	3%

**Rainier Valley, population 41,350:** Active business association, deep cultural roots, diverse immigrant communities, 59 languages, ethnic community centers, youth initiatives, residents aim to thrive.

**White Center, population 17,760:** Engaged resident leaders, institutional partnerships in place, ethnically and culturally diverse community with a well-supported community development association, vibrant multi-ethnic business district, two Hope VI communities, three parks, affordable housing.

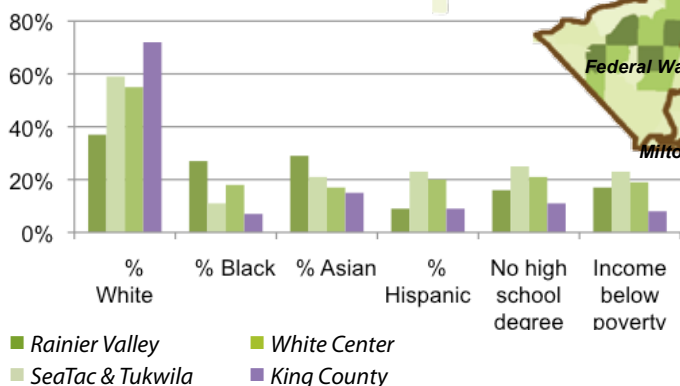
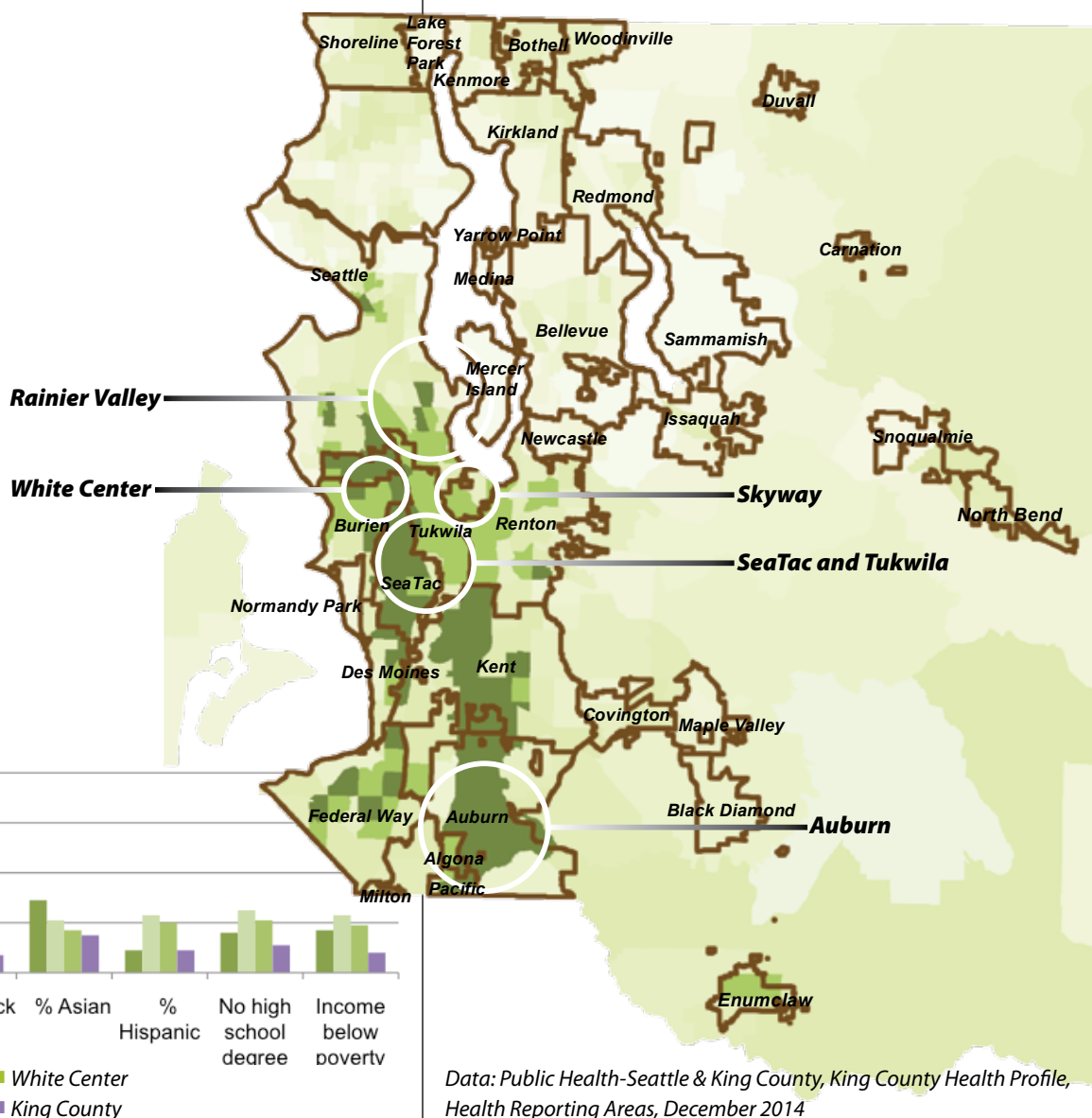
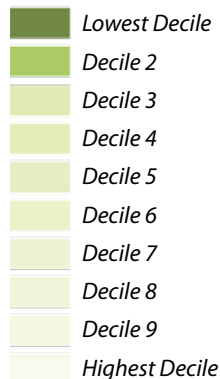
**SeaTac and Tukwila, population 46,321:** Diverse community, 70 languages, Food Innovation Network in place to create entrepreneurial and employment opportunities, residents interested in catering, food processing, baking, food trucks and urban farming.

**Auburn and Skyway:** Planning grants awarded.

### LEGEND

— City Boundaries

### RANKING



Data: Public Health-Seattle & King County, King County Health Profile, Health Reporting Areas, December 2014

# ROOTING OUT RACIAL DISPROPORTIONALITY IN JUVENILE DETENTION

**DETERMINANTS OF EQUITY:** Equitable law and justice system, equity in County practices, family wage jobs and job training, quality education, community and public safety

**WHO:** All three branches of King County government with youth advocates and leaders from juvenile justice reform, school districts, police departments, courts and local governments

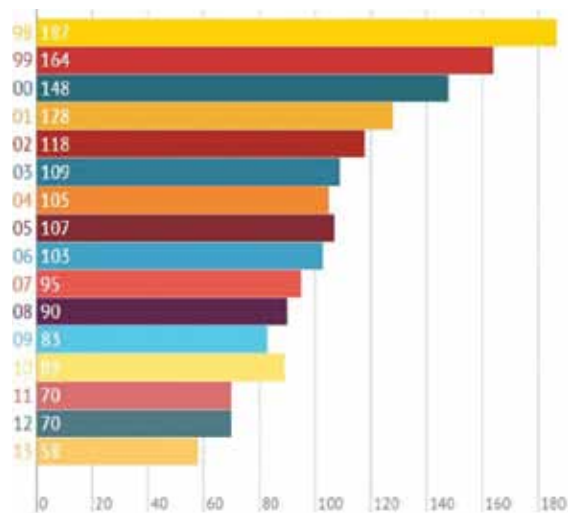
**WHAT:** Addressing persistent disproportionality in juvenile detention

Over the last 20 years, the data on King County's juvenile justice system have told a bittersweet story.

A rise in alternatives to detention and improved court practices helped cut the number of King County youth in detention down by nearly three-fourths, reducing the daily population from a high of 205 young people in 2000 to a low of 45 in 2014. Numbers of youth in detention for every race have shrunk in the last decade, even as the County's population has grown to 2 million. Today, only about a quarter of the 212 beds at Youth Services Center are filled.

But as the overall number of young people in detention went down, the proportion of black youth in detention went up. Although only 10 percent of King County's youth population is black, they make up almost half of our juvenile detention population. Black youth are not benefiting from King County's work to reduce the detention population as much as others, showing the need for a stronger focus on racial equity in our work.

**JUVENILE DETENTION POPULATION IN KING COUNTY, 1998-2013**



"Racial disparity has no place in our justice system here in King County, especially not in systems responsible for the well-being of our youth," said King County Executive Dow Constantine.

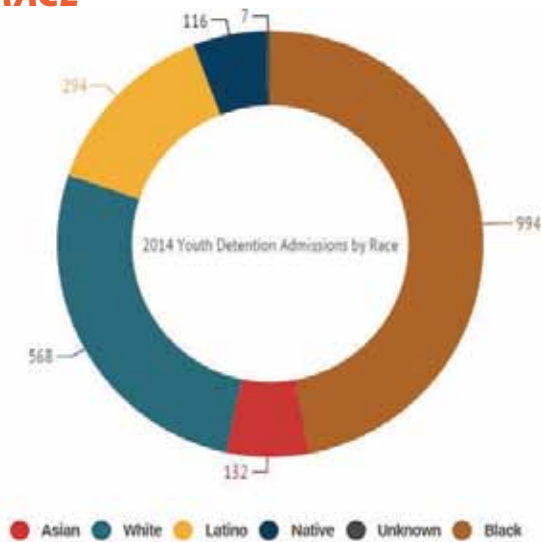
King County is not alone in seeing growing racial disparities in detention. According to the Juvenile Detention Alternatives Initiative, no urban region in the United States has been able to decrease its youth detention population without seeing racial disparities grow.

Inspired by local and national grassroots movements to reduce the use of detention, all three branches of King County government took steps to break the national trend when it announced the formation of several commitments and an action plan for juvenile-justice reform in March 2015.

**Executive Dow Constantine** pledged to cap the number of detention beds at the future Children and Family Justice Center at 112, nearly half the number available at the Youth Services Center today.

**King County Superior Court** set a goal of cutting the use of detention for probation violators 50 percent by April 2016, which could help reduce racial disproportionality in detention.

## 2014 YOUTH DETENTION ADMISSIONS BY RACE



**The Court** also set a goal to eliminate the detention for young people who run away from home, violate curfews, and are truant or responsible for other so-called “status violations,” except in cases when a youth’s life is in danger.

**King County Councilmembers Larry Gossett, Jim McDermott and Dave Upthegrove** committed to proposing an additional \$4 million in mentoring and job-training programs for youth, especially in economically distressed areas of South King County.

**A Juvenile Justice Equity Steering Committee** was organized by members of all three branches. Half the members of the committee include youth advocates, formerly detained youth and juvenile-justice reform leaders. The other half is made up of institutional leaders from King County school districts, police departments, courts and governments. The committee met for the first time in September and will form specific policy recommendations to help dismantle the school-to-prison pipeline.

“We really have no ability to fix these [problems] alone,” said King County Juvenile Court Wesley Saint Clair in an interview with King County TV in August 2015. “But together as a community, where there are many minds working toward something. . . there are real opportunities for us to make some substantial changes.”

In addition to these new commitments to combat systemic racism, several other programs were launched to reduce the detention population and the disparities within it. They include:

**Creative Justice:** With the help of Seattle’s 1 Percent for Art funds from the Children and Family Justice Center project, arts organization 4Culture launched the County’s first art-based alternative to detention after months of careful coordination with staff from the King County Prosecuting Attorney’s Office and King County Superior Court. The program’s mentor artists use writing, music, performance and visual art to help participants better understand themselves and the circumstances that often lead to incarceration. The program also strengthens positive decision-making and emotional expression skills to help young people avoid future court involvement. Creative Justice will serve a total of 48 youth this year.

**Restorative Mediation:** Restorative justice sessions are led by mediators who help offenders understand the full impact of their actions directly from victims. Mediators also help offenders devise solutions for making amends and advise them on what community-based support is available to help them stay out of the criminal justice system in the future. The County’s Restorative Mediation pilot, developed by Polly Davis of King County’s Alternative Dispute Resolution (ADR) in coordination with the Prosecuting Attorney’s Office and King County Superior Court, includes youth co-mediators from another restorative justice program Davis has helped develop at Garfield High School in Seattle’s Central District. Mediation can take place anywhere the parties involved feel comfortable, including community centers.

**Peace Circles:** Over the last two years, King County employees from a number of agencies and departments have participated in the Center for Ethical Leadership's Peacemaking Initiative, a leadership practice of deep listening and storytelling to build trust and strengthen relationships. Several County departments have conducted Peacemaking Circles to address issues and relationships with each other and the communities they touch. The Peace Circle process is commonly used in restorative justice programs. With the support of County leadership, some county employees with Peace Circle experience participated in a three-day Peace Circle involving Garfield High School staff.

More information and updates on these initiatives and other programs can be found at [www.KCYouthJustice.com](http://www.KCYouthJustice.com).

**"I feel like our young people at Garfield High School will be in a better place as a result of the peace circles.**

**Their teachers have learned to place a higher value on building a relationship with students, which will allow them be much more compassionate and understanding."**

**– Marcus Stubblefield, King County Systems Integration Coordinator**



*Peace Circle*

# CREATING A DIVERSE AND INCLUSIVE WORKFORCE

## DETERMINANT OF EQUITY:

### Equity in County practices

**WHO: All County agencies working with Human Resources**

**WHAT: Improving County employee recruitment, development and promotional opportunities to create a better, more diverse and culturally responsive workforce**

As King County grows and changes, the needs of our residents are also changing. A talented and diverse workforce at all levels is essential to making sure that we're meeting the needs of the more than two million people who call our area home.

King County Executive Dow Constantine recently launched *Best-Run Government: Employees*, a major new initiative aimed at modernizing the County's recruitment, development, compensation and business systems so we're better able to meet the changing needs of the people we serve today—and into the future.

A key piece of this work is ensuring that our workforce reflects the diversity of the people and communities of King County in order to make us stronger and more effective.

"The economy of our region has been driven by people who have come from all over the world. As a regional government, diversity makes us more competitive, innovative, and nimble, allowing us to provide the best services to the many communities we serve," says Constantine.

Compared to the overall available workforce, King County's includes proportionally more people of color. At the same time, our workforce has proportionally less people of color than the communities we serve—and less people of color at the higher end of the pay scale.

*Best-Run Government: Employees* works in three key areas to enhance racial diversity across our workforce: recruitment, development and promotional opportunities. It gives our current employees opportunities to try on different roles and grow, supports employees as they step into leadership roles, and helps us continue to attract talented candidates from different backgrounds and industries.

## OUR KING COUNTY WORKFORCE

- Over 13,000 employees
- One in three is a person of color
- Less racial diversity at higher pay ranges
- 85% union represented by 100 bargaining units
- One in 10 eligible to retire today, 3 in 10 eligible to retire in five years

## WHAT WE'RE DOING

### RECRUITMENT

- Launching a research-based campaign to encourage candidates of diverse backgrounds to visit the "Go Public" employment portal and to work for King County
- Revising job descriptions and advertisements to remove unnecessary minimum qualifications that could be artificial barriers to employment for otherwise qualified individuals
- Allowing candidates to substitute equivalent experience for education in job applications where possible
- Ensuring diversity of race, gender and age on interview panels and training panel members to be aware of and alert to their implicit biases in the process
- Proactively seeking candidates from diverse backgrounds and communities for job openings and encouraging them to apply
- Advertising job opportunities online, on social media, and through local colleges and community publications to connect with qualified individuals from underrepresented groups

- Actively promoting our supported employment program and highlighting King County's accommodation program to encourage greater placement of employees with disabilities
- Continuing our efforts to become a veteran-ready employer by building on the 87 veterans we hired in 2014

## DEVELOPMENT

- Opened an Employee Resource Center, where employees can learn more about King County careers and brush up on their resume writing and interview skills
- Rebuilt our learning and development program, which now offers both classroom and online training. In 2014, 171 classes were held with a total employee attendance of more than 6,400.
- Piloted the first Bridge Academy to help employees develop leadership skills, learn more about County systems and operations, and advance their King County careers. A Bridge Academy graduate has been hired to expand the program in 2016.
- Worked with union leadership to explore how we can better connect members with learning and development opportunities
- Continued to offer a leadership academy to help supervisors, managers and aspiring leaders develop their leadership skills
- Enhanced our employee mentorship program

## PROMOTIONAL OPPORTUNITIES

- Systematically streamlining our job classification system to provide clear pathways for employees moving up and across the organization
- Advertising special duty, stretch assignments and job openings transparently across the County
- Conducting pilot programs to increase the number of part-time opportunities available to staff as they transition into retirement and other phases of their life and making special duty assignments available for other employees

King County's basic policies and processes that are in place today—our fundamental "personnel" system—were largely put in place in 1969 and refined in 1972 when King County was a very different place to live and work. We have a lot of work to do to ensure that we are more welcoming and attractive to the workforce of today and tomorrow.

*Best-Run Government: Employees* provides the framework for making the changes we need to become a more modern, diverse and nimble employer. Some of these changes are already underway, while some will be implemented over the next 18 months.

"We recognize that we need to show, in all we do and how we do it, that we value the diversity of thought, experience, background and ideas that employees—current, prospective and future—bring to public service," says Nancy Buonanno-Grennan, the County's Human Resources Director. "By using a lens of equity and opportunity, we are slowly dismantling our old ways of doing business and incorporating less bureaucratic and more responsive ways of recruiting, developing, supporting and engaging our employees."

**"The economy of our region has been driven by people who have come from all over the world. As a regional government, diversity makes us more competitive, innovative, and nimble, allowing us to provide the best services to the many communities we serve," says Constantine.**

## BRIDGE FELLOWSHIP

In May 2015, the first Bridge Fellows graduated from the inaugural Bridge Fellowship program, part of King County's commitment to empowering and developing our employees.

The program selected nine applicants from across the County to participate in a one-year leadership development program designed to advance their careers with King County. The participants learned more about King County as an organization, shadowed employees in other County roles, created development plans for growth, and worked collaboratively on a team project designed to extend the knowledge of Equity and Social Justice across King County.

"The Bridge Fellowship was a great experience for me. It gave me the opportunity to learn how King County works from leaders and a wide range of subject matter experts," says Debra Baker, one of the Bridge Fellows. "The program helped me develop new skills and put me in a better position to be successful in a special duty opportunity."



*Bridge Fellows at graduation*

## FITTING THE PIECES TOGETHER: IT'S ALL ABOUT RESPECT

King County wants to be the best-run government in the nation. That means we are committed to using Lean methods to continuously improve, advancing equity and social justice, and engaging employees in our mission and their work.

These three efforts have one important thing in common: the basic value of and respect for people.

- **Lean**, or continuous improvement, empowers the people who do the work. Lean focuses on delivering more value to our customers—the people of King County—by eliminating waste in our work processes. With Lean problem solving, we plan, measure and adjust our work to continuously improve and more effectively deliver services to the people of King County.
- **Equity and social justice** ensures that as we solve problems, we take advantage of opportunities to promote equity and address root causes of our region's greatest challenges and problems.
- By focusing on creating a workforce in which **employees are engaged**, we create an environment where people are inspired to do their best as they solve problems and build equity in our communities. The bottom line is employees who see a purpose to investing their energy, feel safe taking risks, know what really matters, and have the support and resources to make meaningful contributions.

## EXPANDING OPPORTUNITY AND DEVELOPING OUR FUTURE WORKFORCE THROUGH INTERNSHIPS

Internships and mentorships of youth are critical for expanding opportunities to those who traditionally have not been exposed to King County and other major employers.

For example, the Department of Community and Humans Services' summer youth employment program placed 205 young adults into summer internships. Of these, 76 percent were young people of color, 95 percent were low income, 15 percent were homeless and 21 percent were involved in the justice system.

"It was so hard to get a job before the summer internship program. It has helped me appreciate being employed and I am very glad for the opportunity. I am homeless and living in a shelter. . . but now with an income, I will have money to work towards having my own place to live," says one intern.

The internship placements varied broadly. Twenty-three young adults were placed into internships in eight different King County departments and an additional 14 students participated in an "earn and learn" project with the Departments of Natural Resources and Parks. One youth will continue in a longer-term internship in Roads, while another was hired by the Department of Transportation as a temporary employee.



*Intern Thu Phan (right) with Assistant Roads Maintenance Manager Joann Kosai-Eng*

# TRANSFORMING THE ORGANIZATIONAL CULTURE FROM WITHIN

## DETERMINANTS OF EQUITY:

### Equity in County practices

**WHO: Amalgamated Transit Union 587, Professional & Technical Employees Local 17, King County employees and management**

**WHAT: Employees, unions and management working together to create an inclusive culture built on openness, shared responsibility and respect**

In 2013, King County Metro Transit received an open letter published by Amalgamated Transit Union Local 587 that decried concerns with longstanding issues of disparity and bias in the workplace. The letter closed with a plea for a sincere labor-management partnership to create a culture of openness and objectivity.

Metro responded by joining with the union in a new partnership. The members of this Partnership to Achieve Comprehensive Equity (PACE) agreed to “work together with sincerity to usher in a culture of openness and objectivity.” In this proposed culture, all Metro employees will be respected, engaged and empowered at work, which in turn will allow them to provide the best possible service to the community.

Today, as a chartered partnership between employees, labor unions (representing both supervisors and employees) and management, PACE asks employees to

help identify barriers they see to inclusion and to recommend strategies for overcoming those barriers.

PACE is also a platform for courageous learning about sensitive issues like cultural competence, implicit bias, and power and privilege. It leads the way for Metro and its employees to embrace the richness of differences we all bring to the workplace—to the benefit of the organization as a whole, the employees and the region we serve.

In the words of Metro Deputy General Manager Rob Gannon, “PACE is intended to become the engine of sustainable organization change that is holistic, profound and irreversible.”

As it pursues its mission of building and sustaining an inclusive, fair and equitable workplace for everyone, PACE seeks to do the following:

- Respect, engage and empower employees
- Create shared responsibility for the work culture
- Use proven processes for transforming organizations
- Be intentionally inclusive

There’s still a long way to go before Metro achieves its goal of comprehensive equity, but the agency is already making significant progress. Its new Diversity and



*The PACE triangle*



*Employees, unions and management working together*

Inclusion Manager, Anita Whitfield, is working to identify the building blocks needed for an effective and sustainable diversity and inclusion program.

Meanwhile, a recent recruitment effort to fill seven transit chief vacancies was directly influenced by the employee-driven PACE recommendations, which focused on increasing transparency and helping applicants navigate the recruitment process. The result was a highly qualified and diverse group of new transit chiefs—a win for all.

“When we do it well, our ability to truly value and embrace each other’s differences can have far-reaching, positive impacts,” Whitfield said. In the case of the transit

chief recruitment, not only does Metro benefit from the diverse thinking and life experiences of these highly qualified candidates, but the new process “provides real hope to those who don’t believe they will ever have a chance because they don’t fit a traditional mold.”

# THE MEASURES OF EQUITY

In early 2015, King County released the report, “The Determinants of Equity: Identifying Indicators to Establish a Baseline of Equity in King County.” This report was an effort to set an equity baseline for community-level measures.

The report highlights outcomes for 13 of the 14 determinants of equity that focus on community conditions—including social, physical and economic factors. The report team selected 67 community-level indicators for the report, then narrowed them down to the 21 top-tier indicators for their significance and impact on multiple determinant areas.

This Determinants of Equity report echoes previous findings from ESJ annual reports that race and place are significant predictors of outcomes across a broad spectrum of measures. In late 2015, key indicators were published online on the new public-facing Open Performance Dashboard. One of the goals of this tool is to enable the public to engage with King County through simplified and centralized access to operational performance data, strategic indicators and community trends.



The full Determinants of Equity report can be viewed at [www.kingcounty.gov/equity](http://www.kingcounty.gov/equity)

## EQUITY AND SOCIAL JUSTICE ONLINE DASHBOARD

<https://performance.kingcounty.gov>





*Our annual forum focused on addressing implicit bias, racial anxiety and stereotype threat*



*Our first Equity and Social Justice Fair for employees*



*King County's 2015 Juneteenth Celebration*

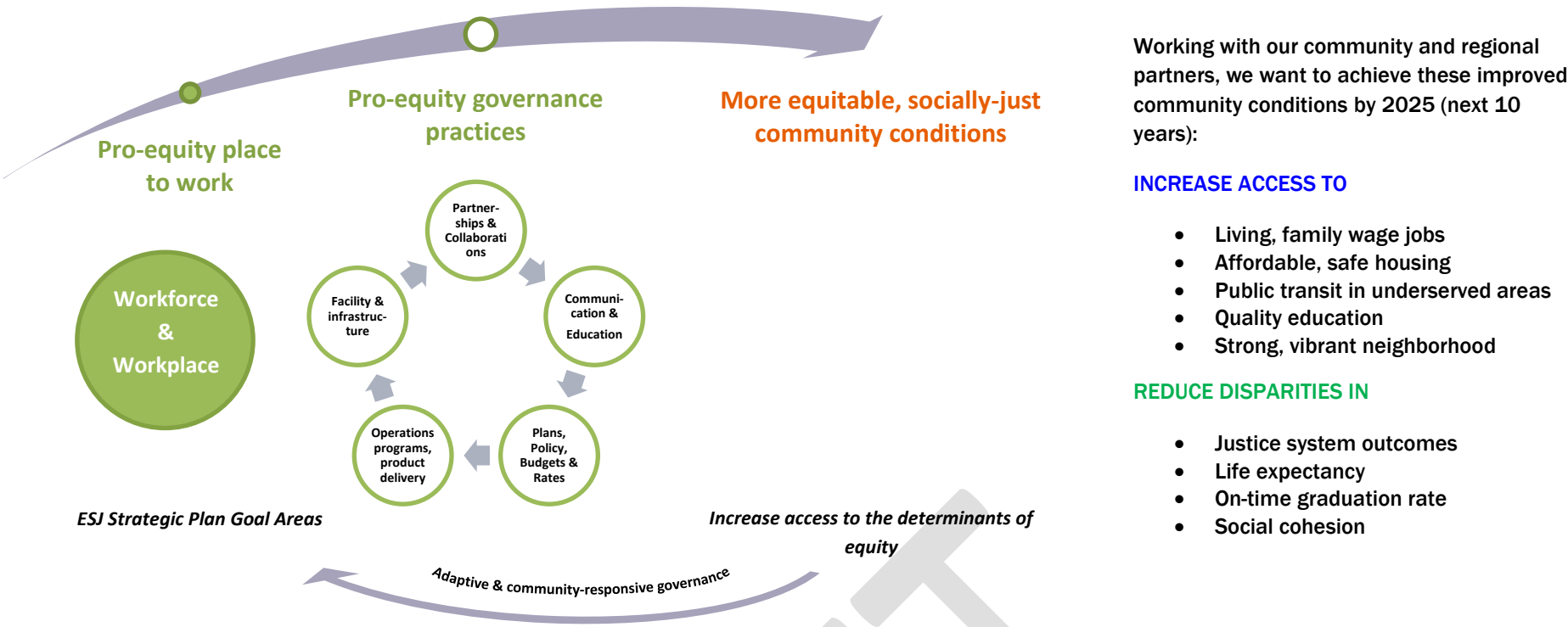


**King County**

ESJ STRATEGIC PLAN – Overview of Framework (DRAFT - March 2016)

**Shared vision of equity and social justice in King County:** All people in King County have equitable opportunities to thrive.

**Our Theory of Change:** If we are pro-equity in our county practices (workforce, workplace and governance), then we will help create more equitable and socially just community conditions.



How will we act on our Theory of Change?

As One King County, we will invest:

- In employees
- In community partnerships
- Upstream and where needs are greatest

With accountable and transparent leadership

We will integrate these four strategies within and across these six goal areas.

Workforce & Workplace Policies, Practices and Processes	Partnerships and Collaboration	Communication and Education	Plans, Policies and Budgets	Operations, Programs and Services	Facility and System Improvements (CIP)
---------------------------------------------------------	--------------------------------	-----------------------------	-----------------------------	-----------------------------------	----------------------------------------

And we will instill our shared values on equity and social justice in all our work:

- Listen and respond:** Be culturally and linguistically responsive to and driven by employees and community
- Inclusive and collaborative:** Achieve better outcomes by engaging and including employees and communities early, continuously and meaningfully; we maximize opportunities and our collective potential by breaking down silos, partnering and convening across government and organizations
- Diverse and people-focused:** Represent the diversity of the our communities at all levels of the organization to innovate and better serve them; we nurture respect and dignity by valuing every person’s leadership, strengths and assets
- Transparent and Accountable:** Build trust and common understanding by being transparent and accountable in our actions, processes and measures
- Address racism:** Dismantle systems, policies and practices that perpetuate structural racism, inequities and different forms of discrimination and privilege
- Upstream and where needs are greatest:** We focus upstream on root causes and sustainable solutions – where returns are greatest – and on populations and places with the greatest needs

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## King County

### Metropolitan King County Council Committee of the Whole

#### STAFF REPORT

<b>Agenda Item:</b>	5	<b>Name:</b>	Mike Reed
<b>Proposed No.:</b>	2016-0187	<b>Date:</b>	March 30, 2016

#### SUBJECT

Proposed Ordinance 2016-0187 extends the date for transmittal of a final report of the Immigrant and Refugee Task Force.

#### SUMMARY

In 2015, the Council approved Ordinance 18085, directing the Executive to convene a task force to make recommendations on the creation of an immigrant and refugee commission, with a final reporting date of May 31, 2016. As the work of that task force has gotten underway, it has recognized the need for a later reporting date to accommodate outreach efforts to various interested communities. Proposed Ordinance 2016-0187 provides for filing a final report with the Council by July 8, 2016, rather than May 31, 2016.

#### BACKGROUND

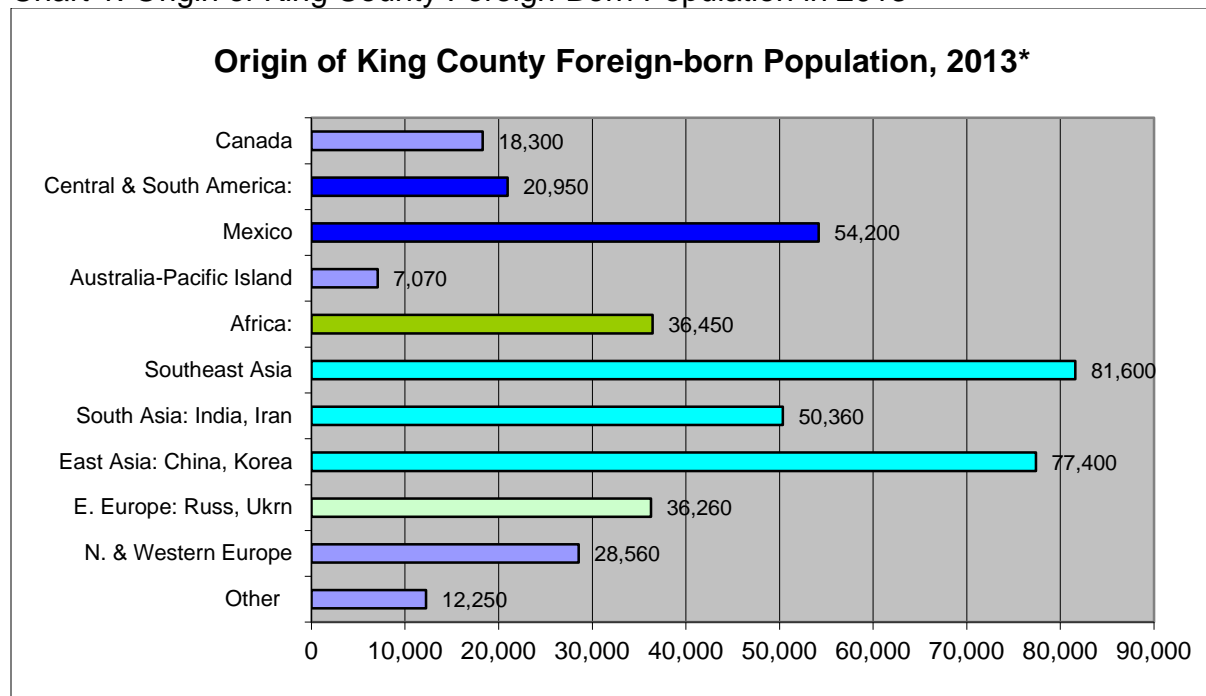
In approving Ordinance 18085, Council directed the Executive to convene a task force to make recommendations on the creation of an immigrant and refugee commission. It identified task force membership criteria, reporting requirements, and timelines. The Task Force began meeting in October 2015.

King County's population of immigrants and refugees is large and complex. The foreign born population increased from 9.3 percent (140,600 residents) in 1990 to 15.4 percent (268,300 residents) in 2000 to 19.4 percent (359,400 residents) in 2008. <sup>1</sup>Chart 1 below shows King County's foreign-born population in 2013.

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<sup>1</sup> Data originally provided by King County demographer

Chart 1: Origin of King County Foreign-Born Population in 2013<sup>2</sup>



As Chart 1 demonstrates, foreign-born residents come from an array of different places. This diversity of origins may translate to a broad range of experiences as King County residents; different people bring different strengths and face different challenges.

Ordinance 18085 authorized creation of a task force to identify the ideal characteristics of a commission. The Task Force is intended to facilitate a deliberate approach to gathering community input and building a commission which reflects the demographics of the county and gives all voices a seat at the table. This approach in essence asks the community to identify the characteristics of a commission that would best serve them.

Per Ordinance 18085, the Task Force is responsible for preparation of a report and recommendations addressing the membership, duties, and mission of an Immigrant and Refugee Commission, and the relationship of that commission with other regional and local equity efforts. The Task Force is also charged with addressing the means by which the commission can implement recommendations of the Limited English Proficiency proviso response report. Under Ordinance 18085, the report of the Task Force is due May 31, 2016.

## **ANALYSIS**

As the Immigrant and Refugee Task Force has moved forward with its responsibilities, it has undertaken outreach to immigrant and refugee communities in King County to support its efforts. This outreach effort involves an extended series of “community conversations” at diverse community locations, intended to provide access to different immigrant and refugee communities. The Task Force has scheduled a total of 20 such

<sup>2</sup> Source: US Census American Community Survey 2011-13 data, County demographer compilation.

community conversations. Eleven have been held, nine remain to be completed. In addition to these community conversations, the Task Force anticipates an additional meeting in April and a retreat in May. Compilation of input, analytical work and report preparation, will follow. According to the Task Force, the effort has highlighted the challenge in meeting the final report deadline of May 31, 2016, and has led to a discussion of a more realistic target of July 8, 2016 for completing its work and preparing and transmitting a report and recommendations.

Proposed Ordinance 2016-0187 responds to the need for additional time identified by the Task Force. The ordinance would revise the reporting date for the Task Force, requiring a report to be transmitted to the Council by July 8, 2016.

### **ATTACHMENTS**

1. Proposed Ordinance 2016-0187
2. Immigrant and Refugee Task Force Interim Report

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Signature Report

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

March 29, 2016

Ordinance

Proposed No. 2016-0187.1

Sponsors Gossett

1 AN ORDINANCE extending the required completion date  
2 for final report of the task force to make recommendations  
3 on the creation of a King County immigrant and refugee  
4 commission; and amending Ordinance 18085, Section 3.

5 PREAMBLE

6 In 2015, Ordinance 18085 directed the executive to convene a task force  
7 to develop a report and recommendations addressing the creation of an  
8 immigrant and refugee commission. A final report was due May 31, 2016.

9 The task force has made progress in its assigned task, meeting regularly to  
10 develop the required recommendations. However, the task force has  
11 indicated that, given the review process it has undertaken to develop  
12 recommendations, completion of a final report and recommendations will  
13 require extension of the completion date to July 8, 2016.

14 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

15 SECTION 1. Ordinance 18085, Section 3, is hereby amended to read as follows:

16 A. By February 1, 2016, the task force shall provide a progress report to the  
17 council. The progress report shall be filed in the form of a paper original and an  
18 electronic copy with the clerk of the council, who shall retain the original and provide an

19 electronic copy to all councilmembers and the lead staff of the committee of the whole, or  
20 its successor.

21 B. By ((~~May 31~~)) July 8, 2016, the task force shall file its final report in the form  
22 of a paper original and an electronic copy with the clerk of the council, who shall retain  
23 the original and provide an electronic copy to all councilmembers and the executive.

24

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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J. Joseph McDermott, Chair

ATTEST:

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Anne Noris, Clerk of the Council

APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_.

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Dow Constantine, County Executive

**Attachments:** None

**King County Equity and Social Justice**  
401 5<sup>th</sup> Ave, Suite 1300  
Seattle, WA 98104  
[www.kingcounty.gov/equity](http://www.kingcounty.gov/equity)

## **IMMIGRANT AND REFUGEE TASK FORCE**

PROGRESS REPORT

FEBRUARY 1, 2016

### **OVERVIEW**

On July 20, 2015, the King County Council directed the Executive to convene a task force to devise recommendations on creating a King County immigrant and refugee commission (Ordinance 18085). By September, 13 individuals were appointed to the Immigrant and Refugee Task Force (a listing of members and their organizational affiliations is appended as an attachment) based on their leadership within immigrant and refugee communities, expertise on immigrant or refugee issues, and the ability to engage relevant communities in identifying desirable characteristics of the commission's membership, mission and scope of duties, as required by the ordinance.

The task force is supported by an internal project team consisting of King County Executive and King County Council staff, and two external consultants hired to facilitate the task force, and provide research and writing support.

This progress report summarizes the task force's mandate and deliverables; work accomplished through January 2016; and plans for accomplishing remaining work; and includes a number of appended attachments providing additional relevant details. Task force members are also available to meet with Councilmembers to provide an update if needed.

### **TASK FORCE MANDATE & MILESTONES**

#### Mandate

To develop recommendations for King County on the creation of an immigrant and refugee commission that works effectively to achieve fair and equitable access to county services for immigrant and refugee communities, and improved opportunities for civic engagement.

#### Milestones

- February 1, 2016 - Progress report to the Council focused on what the task force has accomplished to begin developing recommendations that will comprise the final report.
- May 31, 2016 - Final report to the Council focused on recommendations to King County for creation of an immigrant and refugee commission, addressing mission, membership and scope of duties for a commission (required by ordinance), and considering a number of other key issues including alignment with other efforts, King County's existing efforts, and differing needs of communities in urban, suburban and unincorporated areas of King County (suggested by ordinance).

## **MEETINGS AND WORK TO DATE**

The task force has met three times, with a first meeting held October 1, 2015 before the consultants were hired, a second meeting held November 19, 2015 with the consultants on board, and a half-day retreat held January 8, 2016. Agendas for all meetings are appended to this report as attachments.

The first meeting in October focused on orientation of the task force to their mandate under the ordinance, providing the task force with information about working with King County, data and resources available on relevant populations, and an overview of the process to secure consultant support.

The second meeting in November focused on introducing consultants hired to support the task force, and beginning discussion on how to accomplish the task force's mandate by breaking down the work and laying out a proposed work plan.

The half-day retreat in January focused on finalizing the task force's approach to their work (roadmap and work plan appended as attachment), establishing a common vision, reviewing preliminary research to support the work of sub-groups (available upon request), beginning planning for community forums (overview and outreach plan appended as attachments), and breaking into sub-groups to define sub-group leadership, next meeting dates, and delegation of work (sub-group descriptions appended as attachment).

## **SUMMARY OF PLAN FOR REMAINING WORK**

### Sub-groups

Sub-groups, with support from consultants and the County team, meet separately to plan and carry out public meetings, solicitation of additional community input (electronic, written or oral community comments), and other meetings/consultations as needed to develop recommendations on the key elements for the report. There are three sub-groups focused on:

- Alignment with other efforts & County's current efforts
- Differing needs of urban, suburban, and unincorporated areas
- Defining mission, membership and scope of duties for Commission including power, effectiveness, and voice for the commission. How can this commission build on successes and best practices of other similar efforts?

### Community Forums and Community engagement

The members of the Task Force will collaborate with consultants and King County staff to plan and host up to five community forums in February, March and April to get input and feedback for sub-group and Task Force's considerations. We will also be engaging some existing networks, forums, meetings, and nonprofit organizations working with immigrant and refugee communities to help us reach our target audience to get input and feedback for sub-group and Task Force's considerations. Some of these community engagement opportunities may be with smaller audiences but will be targeted to specific language and ethnic groups i.e. working with El Centro to host a meeting of some of the families they are working with. These community forums will be geographically spread throughout King County, but held in areas with large concentrations of immigrant and refugee communities. At this time the task force has recommended for us to explore forums in: Kent/Tukwila/Seatac, Federal Way, South Seattle, East Side, White Center, and North Seattle.

Outreach will be coordinated through relevant community organizations to assist with effective dissemination. The Task Force has identified our target audience as members of the community who do not have access to services, and are not engaged civically.

The Task Force has also discussed the critical need for reporting back to the community about the outcomes of the discussions they are a part of. We will collect info about who comes to meetings and will report back after each meeting as well as upon completion of the project with the final report.

Some broad questions for the forums have been identified by the Task Force, including:

1. What are the needs of your community that are not being met?
2. What has kept you from getting assistance?
3. What are your concerns? What should we focus on?
4. What do you want the County to do for your community?
5. What would it take for you to feel successful/engaged in this County?

Sub-groups report back to task force & suggest relevant recommendations

Beginning in February, sub-groups will report back to the full task force on input received from public meetings, community comments, and other meetings and consultations related to their topic, as well as preliminary recommendations for the County. Another half-day retreat in April, 2016 will facilitate discussion and decision-making on recommendations for the final report to the Council.

Task Force review of draft reports

Task force members will review drafts of the progress and final reports prepared by the consultants, as well as any additional research needed to augment the report(s).

**ATTACHMENTS:**

1. LIST OF TASK FORCE MEMBERS AND AFFILIATIONS
2. MEETING AGENDAS
3. ROADMAP AND WORK PLAN
4. SUB-GROUP DESCRIPTIONS
5. CONSULTANTS

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## King County

### Metropolitan King County Council Committee of the Whole

#### STAFF REPORT

<b>Agenda Item:</b>	6	<b>Name:</b>	Lise Kaye
<b>Proposed No.:</b>	2016-0117	<b>Date:</b>	March 30, 2016

#### SUBJECT

A motion approving the fourth quarterly report on Emergent Needs and Unanticipated Project Costs prepared by the Road Services Division in the Department of Transportation.

#### SUMMARY

Proposed Motion 2016-0117 would approve the fourth quarterly report on Emergent Needs and Unanticipated Project Costs prepared by the Road Services Division in the Department of Transportation as required by a proviso in the 2015-2016 adopted budget. The report shows a transfer of \$98,000 from the Quick Response project to the Upper Preston SE/SE 97<sup>th</sup> Slide Repair project and \$1,223,070 in transfers to supplement an unanticipated grant from the King County Flood Control District for three flood risk reduction projects. Approval of the motion would release \$75,000 to RSD per the proviso.

#### BACKGROUND

The Executive's proposed 2015-16 budget for the Road Services Division (RSD) implemented an operational shift from planned investments to reactive system management. The RSD's 2015-2016 business plan states that, "With insufficient funds for preservation or replacement of infrastructure, available revenues will be focused on reacting to the higher risks associated with the deteriorating road system." This revision was a response to the RSD funding shortfall, recent experience with emergency roadwork expenses, and a desire not to promise capital projects that would be cancelled if emergency repairs required additional revenue.

The adopted RSD CIP for 2015-2016 cancelled 11 projects and pooled revenue into response-oriented programs such as Emergent Need-Existing Projects, which replaces the Cost Model pooled contingency program, and Quick Response, which addresses core safety and regulatory-driven repairs.

Table 1 below identifies funding changes from the approved 2013-2014 budget associated with major RSD CIP projects:

**Table 1. Road Services Division CIP Funding Changes: 2013/14 vs. 2015/16**

<b>CIP Project</b>	<b>Description</b>	<b>2015/16 Adopted</b>	<b>2013/14 Approved</b>	<b>Percent Change</b>
<b>Emergent Needs – Existing Projects (1026798)</b>	Replaces the "cost model" line item from previous years; serves as a pooled contingency fund for unanticipated costs.	\$6 million	\$4.1 million	+46%
<b>Bridge Priority Maintenance (1027160)</b>	Down from previous funding levels of \$800,000 in 2013/14; projects selected from priority array in the annual Bridge report.	\$0.5 million	\$0.725 million	-31%
<b>Quick Response (1027163)</b>	Repair fund will prioritize emerging core safety and regulatory-driven repairs on Tier 1, 2 and 4 roadways (Tier 4 are sole access routes), as well as those for which it is significantly more cost effective to repair now than later. Some repairs may only stabilize the site pending additional revenue.	\$7 million	\$4 million	+75%
<b>Preservation</b>	One \$4 million overlay contract to be let in Spring 2015, <i>if emergent needs do not arise earlier in the biennium</i> . The remaining funds will address spot treatments at high risk areas. Areas will be selected by pavement condition score, tier and average daily trips (ADT)	\$7.5 million	\$9.1 million	-17%
<b>South Park Bridge</b>	Costs for contractor's delay in meeting construction milestones	\$6 million	\$0	+100%
<b>Drainage Preservation</b>	Addresses high priority drainage projects (existing or emergent) that pose a high safety and/or regulatory risk to Tier 1, 2 and 4 roadways. Drainage priorities are identified by a combined Field Priority Score and Habitat Evaluations.	\$8 million	\$9.5 million	-15%
<b>Facility Preservation</b>	Addresses approximately half of the most urgent deferred maintenance and preservation needs of the division's facility assets, and funds additional facility consolidations	\$2.4 million	\$0	+100%

Table 2 lists projects deleted from the previous (2013/2014) CIP as a result of the shift toward more programmatic budgeting:

**Table 2: Projects Deleted from 2013/14 CIP**

<b>Project No.</b>	<b>Name</b>	<b>Proposed Disappropriation</b>
<b>1026727</b>	100 Ave NE/NE 132 - NE 137	(\$372,713)
<b>1026791</b>	SE Summit Landsburg Rd	(\$462,659)
<b>1026793</b>	Green Valley Bridge –end of 180 Ave NE	(\$229,171)
<b>1047575</b>	Green Valley Bridge: 202 Place-212 Ave SE	(\$236,960)
<b>1111170</b>	Cottage Lake Creek Bridge Replacement	(\$178,124)
<b>1111174</b>	Miller River Bridge Replacement	(\$2,500,000)
<b>1114796</b>	SE 277 St Bridge	(\$86,380)
<b>1115255</b>	NE Woodinville/Duvall Road @ West Snoqualmie Valley Road	(\$498,000)
<b>1115260</b>	Bear Creek Bridge	(\$172,463)
<b>1116546</b>	SW Cemetery Rd & Beall Road SW	(\$790,000)
<b>1111817</b>	South Regional Maintenance Facility	(\$35,293)
<b>TOTAL</b>		<b>(\$5,561,763)</b>

The significant shift from specific project investments to a program-based capital budget led Council to adopt the following budget proviso to track expenditures for emergent needs and unanticipated project costs:

**SECTION 53.P2.**

*Of this appropriation, \$525,000 shall not be expended or encumbered until the executive transmits seven quarterly reports on expenditures for each prior quarter for emergent needs and unanticipated project costs and motions that approve the quarterly reports and the motions are passed by the council. The motions shall reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and body of the motion. Upon transmittal of each motion, \$75,000 is released for the expenditure.*

*Each report shall include, but not be limited to, identified needs, funding requests and expenditures for emergent needs and unanticipated project costs and shall explain the rationale and the policy basis relative to the 2014 update to the Strategic Plan for Road Services for project selection. If identified unanticipated needs and funding requests exceed budgeted capital improvement program revenue, the report shall detail the process used by the department to prioritize the expenditures.*

*The executive must file the seven quarterly reports by May 15, 2015, August 15, 2015, November 15, 2015, February 15, 2016, May 15, 2016, August 15, 2016, and November 15, 2016, and the motions required by this proviso by those same dates in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff, the policy staff director and the lead staff for the transportation, economy and environment committee or its successor.*

Proposed Motion 2016-0117 transmits the fourth of these quarterly reports. The transmitted report shows a transfer of \$98,000 from the Quick Response project to the Upper Preston SE/SE 97<sup>th</sup> Slide Repair project and \$1,223,070 in transfers to supplement an unanticipated grant from the King County Flood Control District for three flood risk reduction projects.

Approval of the motion would release \$75,000 of the expenditure restriction.

## **ANALYSIS**

### **Quick Response Transfers**

The 4<sup>th</sup> quarter 2015 Quick Response \$98,000 expenditure repaired a portion of the Upper Preston Road SE that had been damaged due to heavy storm activity and surface run-off. RSD staff report that the basis for prioritizing the expenditure of the Quick Response funds over other unprogrammed needs was the risk of property and personal losses from loss of the roadway that provides sole access to over 200 private residences. RSD staff state that the project meets Goals 1 and 3 of the Strategic Plan for Road Services:

Goal 1: Prevent and respond to immediate operational life safety and property damage hazards.

Goal 3: Maintain and preserve the existing roadway facilities network.

It is unclear from this report whether RSD uses a formal set of criteria to prioritize expenditure of Quick Response funds or if funds are expended on a "first come, first served" basis.

### **Emergent Needs Transfers<sup>1</sup>**

As shown on Table 3 below, the 4<sup>th</sup> quarter 2015 emergent need transfers will supplement three grant awards from the King County Flood Control District. The three projects are subprojects of Drainage Preservation Project No. 1111819.

**Table 3: Flood Risk Reduction Projects**

<b>Project</b>	<b>Scope</b>	<b>Flood Control District Grant</b>	<b>Emergent Needs Transfer</b>	<b>Total Budget</b>
<b>Project No. 1127589 - NE 165th Street Flood Risk Reduction</b>	Raise road elevation	\$110,000	\$650,146	\$760,146
<b>Project No. 1127590 - 212th Avenue SE Flood Risk Reduction</b>	Install underground overflow conveyance system	\$176,000	\$233,594	\$409,594
<b>Project No. 1127591 - 185th Avenue SE Flood Risk Reduction</b>	Raise road elevation	\$65,000	\$339,330	\$404,330

<sup>1</sup> Emergent Needs figures are transfers to receiving projects; Quick Response figures are expenditures

## Transfers from Quick Response and Emergent Needs Projects in 2015

Tables 4 and 5 below summarize how the Road Services Division used funding from the Quick Response and Emergent Needs projects during 2015. At the mid-point of the biennium, both programs appear to have a substantial balance.

**Table 4: Quick Response Transfers in 2015**

		Transfer Amount	Carryover	2015/16 Adopted	Remaining Appropriation
1027163	QUICK RESPONSE		\$4,668,900	\$7,000,000	\$11,668,900
1st Qtr	No activity	\$0			
2nd Qtr	1126430 RSD Duvall Bridge Approach	\$275,302			\$11,393,598
3rd Qtr	1126889 Baring Bridge Tower Support Strengthening	\$150,000			\$11,243,598
4th Qtr	1127699 Upper Preston SE/SE 97 Slide Repair	\$98,000			\$11,145,598

**Table 5: Emerging Needs Transfers in 2015<sup>2</sup>**

		Transfer Amount	Carryover	2015/16 Adopted	Remaining Appropriation
1026798	EMERGENT NEEDS				
1st Qtr	FIRST QUARTER TOTAL	\$0	\$ 8,839,989	\$ 5,665,751	\$ 14,505,740
2nd Qtr	1114792 County Road Const	\$7,108			
	1026796 CIP Bond Debt	\$300			
	1111173 W Snoq Valley Roadway Repair	\$110			
	1115455 South Park Bridge Demo	\$21			
	SECOND QUARTER TOTAL	\$7,539			\$ 14,498,201
3rd Qtr	1026739 South Park Bridge	\$7,500,000			
	1123718 SE May Valley Slide Emergency Repair	\$187,650			
	THIRD QUARTER TOTAL	\$7,687,650			\$ 6,810,551
4th Qtr	1127589 NE 165th Street Flood Risk Reduction	\$650,146			
	1127590 212th Ave SE Flood Risk Reduction	\$233,594			
	1127591 185th Ave NE Flood Risk Reduction	\$339,330			
	FOURTH QUARTER TOTAL	\$1,223,070			\$ 5,587,481

<sup>2</sup> Correction from RSD. First quarter report incorrectly included 2014 carryover and showed this amount as \$11,500,000.

## **AMENDMENT**

Amendment 1 would approve a revised version of the quarterly report (Attachment A, dated February 24, 2016), which corrects a typographical error on the original attachment.

## **ATTACHMENTS**

1. Proposed Motion 2016-0117 and Attachment A. Road Services Division Fourth Quarter 2015 Expenditures for Emergent Needs and Unanticipated Project Costs Summary Report
2. Amendment 1 and Attachment A. Road Services Division Fourth Quarter 2015 Expenditures for Emergent Needs and Unanticipated Project Costs Summary Report dated February 24, 2016
3. Transmittal Letter

## **INVITED**

1. Brenda Bauer, Director, King County Road Services Division



# KING COUNTY

ATTACHMENT 1

## Signature Report

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

March 21, 2016

### Motion

**Proposed No.** 2016-0117.1

**Sponsors** Lambert

1 A MOTION approving the Fourth Quarter 2015  
2 Expenditures for Emergent Needs and Unanticipated  
3 Project Costs Summary Report prepared by the road  
4 services division in the department of transportation as  
5 required in the 2015/2016 Biennial Budget Ordinance,  
6 Ordinance 17941, Section 53, Proviso P2.

7 WHEREAS, the King County council in adopting Ordinance 17941, Section 53,  
8 Proviso P2, stated that \$525,000 shall not be expended or encumbered until the executive  
9 transmits seven quarterly reports on expenditures for each prior quarter for emergent  
10 needs and unanticipated project costs and motions that approve the quarterly reports and  
11 the motions are passed by the council. The motions shall reference the subject matter, the  
12 proviso's ordinance, ordinance section and proviso number in both the title and body of  
13 the motion. Upon transmittal of each motion, \$75,000 is released for the expenditure,  
14 and

15 WHEREAS, the proviso response reports shall include, but not be limited to,  
16 identified needs, funding requests and expenditures for emergent needs and unanticipated  
17 project costs and shall explain the rationale and the policy basis relative to the 2014  
18 update to the Strategic Plan for Road Services for project selection, and

19           WHEREAS, if identified unanticipated needs and funding requests exceed  
20   budgeted capital improvement program revenue, the report shall detail the process used  
21   by the department to prioritize the expenditures, and

22           WHEREAS, the King County executive has transmitted to the council its fourth  
23   report that contains the required information responding to the proviso, and

24           WHEREAS, the council has reviewed the road services division report;

25           NOW, THEREFORE, BE IT MOVED by the Council of King County:

- 26           The fourth Expenditures for Emergent Needs and Unanticipated Project Costs  
27   Summary Report, which is Attachment A to this motion, is hereby approved.  
28

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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J. Joseph McDermott, Chair

ATTEST:

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Anne Noris, Clerk of the Council

APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_.

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Dow Constantine, County Executive

**Attachments:** A. Fourth Quarter 2015 Expenditures for Emergent Needs and Unanticipated Project Costs Summary Report

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**Road Services Division  
Fourth Quarter 2015 Expenditures for  
Emergent Needs and Unanticipated Project Costs Summary Report**

**Use of Quick Response**

<b>Project No.</b>	<b>Project Name</b>	<b>2015/16 Adopted</b>	<b>Fourth Qtr Transfer Amount</b>	<b>Prior Qtrs Transfer Amount</b>	<b>Remaining Appropriation</b>
1027163	Quick Response	\$7,000,000	(\$98,000)	(\$425,302)	\$6,476,698

**Fourth Quarter Transfer:**

The table below presents the project(s) to which the Quick Response fourth quarter amount shown above has been transferred. The project(s) as well as the correlations to the Strategic Plan and project prioritization are discussed in more detail below.

<b>Project No.</b>	<b>Project Name</b>	<b>Original Budget</b>	<b>Transfer Amount</b>	<b>Final Budget</b>
1127699	Upper Preston SE/SE 97 Slide Repair	\$0	\$98,000	\$98,000

During heavy rainstorms on November 14, 2015, a portion of the Upper Preston Road SE embankment washed out due to heavy storm activity and surface run-off. In addition, the storm event triggered extensive longitudinal cracking in the outside travel lane. The scope of the project is to repair the washout to reestablish the road shoulder and a portion of the outer road embankment, culvert replacement, and drainage ditch cleaning. The agency prioritized these expenditures over other unprogrammed needs due to the potential of property and personal losses with the road being a two lane limited access arterial that provides sole ingress and egress to numerous private residences. This project meets the following key goals of the Roads strategic plan:

- Goal 1: Prevent and respond to immediate operational life safety and property damage hazards.
- Goal 3: Maintain and preserve the existing roadway facilities network.

**Use of Emergent Need Funds**

<b>Project No.</b>	<b>Project Name</b>	<b>2015/16 Adopted Plus Carry Forward</b>	<b>Fourth Qtr Transfer Amount</b>	<b>Prior Qtrs Transfer Amount</b>	<b>Remaining Appropriation</b>
1026798	Emergent Need	\$14,505,689	(\$1,223,070)	(\$7,695,189)	\$5,587,430

The table below presents the project(s) to which the Emergent Need third quarter amount shown above has been transferred. The project(s) as well as the correlations to the strategic plan and project prioritization are discussed in more detail below.

**Fourth Quarter Transfers:**

<b>Project No.</b>	<b>Project Name</b>	<b>Original Budget</b>	<b>Transfer Amount</b>	<b>Final Budget</b>
1127589	NE 165th Street Flood Risk Reduction	\$110,000	\$650,146	\$760,146
1127590	212th Avenue SE Flood Risk Reduction	\$176,000	\$233,594	\$409,594
1127591	185th Avenue NE Flood Risk Reduction	\$65,000	\$339,330	\$404,330

Emergent Need funds were used to supplement an unanticipated grant awarded by the King County Flood Control District for the above referenced projects. The projects meet the following key goals of the Roads strategic plan:

- Goal 1: Prevent and respond to immediate operational life safety and property damage hazards.
- Goal 3: Maintain and preserve the existing roadway facilities network.

**Project No. 1127589 - NE 165th Street Flood Risk Reduction**

The scope of the project is to raise the road elevation to alleviate routine flooding and closure of this arterial that is a bypass route for the Woodinville Duvall Road. During rain events, NE 165th Street between 179th Place NE and 183rd Place NE becomes flooded in a low spot in the road – up to three feet deep at times – and is subsequently closed. The road is frequently closed for most of the winter and spring. Drivers often chose to move or drive past “road closed” signs, and enforcing the closures has not stopped this activity.

**Project No. 1127590 - 212th Avenue SE Flood Risk Reduction**

The scope of the project is to install an underground overflow conveyance system to alleviate routine roadway and agricultural area flooding. During rain events, about 1,100 linear feet of the south bound lane of 212th Avenue SE becomes flooded, and is subsequently closed as a result of clogged ditches and the road’s proximity to the ponded wetland.

**Project No. 1127591 - 185th Avenue SE Flood Risk Reduction**

The scope of the project is to raise the road elevation to alleviate routine flooding. This road provides the sole access to approximately 150 homes. During rain events, 185th Avenue NE becomes flooded due to rising lake level, restricting access to the properties. Wintertime and rain event flooding here is frequent which impacts school children accessing their bus stop.

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3/10/16

Roads

**1**

lk

Sponsor: Lambert

Proposed No.: 2016-0117

1 **AMENDMENT TO PROPOSED MOTION 2016-0117, VERSION 1**

2 Delete Attachment A, Road Services Division Fourth Quarter 2015 Expenditures for  
3 Emergent Needs and Unanticipated Project Costs Summary Report, and insert  
4 Attachment A, Road Services Division Fourth Quarter 2015 Expenditures for Emergent  
5 Needs and Unanticipated Project Costs Summary Report, dated February 24, 2016.

6

7 **Effect: Replaces the original report that had contained a typographical error with a**  
8 **corrected report.**

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**Road Services Division  
Fourth Quarter 2015 Expenditures for  
Emergent Needs and Unanticipated Project Costs Summary Report  
Revised February 24, 2016**

**Use of Quick Response**

<b>Project No.</b>	<b>Project Name</b>	<b>2015/16 Adopted</b>	<b>Fourth Qtr Transfer Amount</b>	<b>Prior Qtrs Transfer Amount</b>	<b>Remaining Appropriation</b>
1027163	Quick Response	\$7,000,000	(\$98,000)	(\$425,302)	\$6,476,698

**Fourth Quarter Transfer:**

The table below presents the project(s) to which the Quick Response fourth quarter amount shown above has been transferred. The project(s) as well as the correlations to the strategic plan and project prioritization are discussed in more detail below.

<b>Project No.</b>	<b>Project Name</b>	<b>Original Budget</b>	<b>Transfer Amount</b>	<b>Final Budget</b>
1127699	Upper Preston SE/SE 97 Slide Repair	\$0	\$98,000	\$98,000

During heavy rainstorms on November 14, 2015, a portion of the Upper Preston Road SE embankment washed out due to heavy storm activity and surface run-off. In addition, the storm event triggered extensive longitudinal cracking in the outside travel lane. The scope of the project is to repair the washout to reestablish the road shoulder and a portion of the outer road embankment, culvert replacement, and drainage ditch cleaning. The agency prioritized these expenditures over other unprogrammed needs due to the potential of property and personal losses with the road being a two lane limited access arterial that provides sole ingress and egress to numerous private residences. This project meets the following key goals of the Roads strategic plan:

- Goal 1: Prevent and respond to immediate operational life safety and property damage hazards.
- Goal 3: Maintain and preserve the existing roadway facilities network.

**Use of Emergent Need Funds**

<b>Project No.</b>	<b>Project Name</b>	<b>2015/16 Adopted Plus Carry Forward</b>	<b>Fourth Qtr Transfer Amount</b>	<b>Prior Qtrs Transfer Amount</b>	<b>Remaining Appropriation</b>
1026798	Emergent Need	\$14,505,689	(\$1,223,070)	(\$7,695,189)	\$5,587,430

The table below presents the project(s) to which the Emergent Need fourth quarter amount shown above has been transferred. The project(s) as well as the correlations to the strategic plan and project prioritization are discussed in more detail below.

**Fourth Quarter Transfers:**

<b>Project No.</b>	<b>Project Name</b>	<b>Original Budget</b>	<b>Transfer Amount</b>	<b>Final Budget</b>
1127589	NE 165 <sup>th</sup> Street Flood Risk Reduction	\$110,000	\$650,146	\$760,146
1127590	212 <sup>th</sup> Avenue SE Flood Risk Reduction	\$176,000	\$233,594	\$409,594
1127591	185 <sup>th</sup> Avenue NE Flood Risk Reduction	\$65,000	\$339,330	\$404,330

Emergent Need funds were used to supplement an unanticipated grant awarded by the King County Flood Control District for the above referenced projects. The projects meet the following key goals of the Roads strategic plan:

Goal 1: Prevent and respond to immediate operational life safety and property damage hazards.

Goal 3: Maintain and preserve the existing roadway facilities network.

**Project No. 1127589 - NE 165<sup>th</sup> Street Flood Risk Reduction**

The scope of the project is to raise the road elevation to alleviate routine flooding and closure of this arterial that is a bypass route for the Woodinville Duvall Road. During rain events, NE 165th Street between 179th Place NE and 183rd Place NE becomes flooded in a low spot in the road – up to three feet deep at times – and is subsequently closed. The road is frequently closed for most of the winter and spring. Drivers often chose to move or drive past “road closed” signs, and enforcing the closures has not stopped this activity.

**Project No. 1127590 - 212<sup>th</sup> Avenue SE Flood Risk Reduction**

The scope of the project is to install an underground overflow conveyance system to alleviate routine roadway and agricultural area flooding. During rain events, about 1,100 linear feet of the south bound lane of 212th Avenue SE becomes flooded, and is subsequently closed as a result of clogged ditches and the road’s proximity to the ponded wetland.

**Project No. 1127591 - 185<sup>th</sup> Avenue SE Flood Risk Reduction**

The scope of the project is to raise the road elevation to alleviate routine flooding. This road provides the sole access to approximately 150 homes. During rain events, 185th Avenue NE becomes flooded due to rising lake level, restricting access to the properties. Wintertime and rain event flooding here is frequent which impacts school children accessing their bus stop.

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February 9, 2016

The Honorable Joe McDermott  
Chair, King County Council  
Room 1200  
C O U R T H O U S E

Dear Councilmember McDermott:

As required by Ordinance 17941, Section 53, Proviso 2, I am transmitting to the King County Council a report, and a motion approving the report, regarding expenditures for emergent needs and unanticipated project costs of the Road Services Division of the Department of Transportation. The proviso reads as follows:

SECTION 53.P2.

*Of this appropriation, \$525,000 shall not be expended or encumbered until the executive transmits seven quarterly reports on expenditures for each prior quarter for emergent needs and unanticipated project costs and motions that approve the quarterly reports and the motions are passed by the council. The motions shall reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and body of the motion. Upon transmittal of each motion, \$75,000 is released for the expenditure.*

*Each report shall include, but not be limited to, identified needs, funding requests and expenditures for emergent needs and unanticipated project costs and shall explain the rationale and the policy basis relative to the 2014 update to the Strategic Plan for Road Services for project selection. If identified unanticipated needs and funding requests exceed budgeted capital improvement program revenue, the report shall detail the process used by the department to prioritize the expenditures.*

*The executive must file the seven quarterly reports by May 15, 2015, August 15, 2015, November 15, 2015, February 15, 2016, May 15, 2016, August 15, 2016, and November 15, 2016, and the motions required by this proviso by those same dates in the form of a paper original and an electronic copy with the clerk of the council, who*

*shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff, the policy staff director and the lead staff for the transportation, economy and environment committee or its successor.*

During the fourth quarter of 2015, \$98,000 of appropriation authority was transferred from Quick Response and \$1,223,070 of appropriation authority was transferred from Emergent Need to address emergent needs and unanticipated project costs.

Quick Response funds were used for the following project:

Project No. 1127699, Upper Preston SE/SE 97 Slide Repair

During heavy rainstorms on November 14, 2015, a portion of the Upper Preston Road SE embankment washed out due to heavy storm activity and surface run-off. In addition, the storm event triggered extensive longitudinal cracking in the outside travel lane. The scope of the project is to repair the washout to reestablish the road shoulder and a portion of the outer road embankment, culvert replacement, and drainage ditch cleaning. The agency prioritized these expenditures over other unprogrammed needs due to the potential of property and personal losses with the road being a two lane limited access arterial that provides sole ingress and egress to numerous private residences. \$98,000 of appropriation authority was transferred from Quick Response to fund the project.

Emergent Need funds were used to supplement an unanticipated grant awarded by the King County Flood Control District for the following projects:

Project No. 1127589 - NE 165th Street Flood Risk Reduction

The scope of the project is to raise the road elevation to alleviate routine flooding and closure of this arterial that is a bypass route for Woodinville Duvall Road. During rain events, NE 165th Street between 179th Place NE and 183rd Place NE becomes flooded in a low spot in the road – up to three feet deep at times – and is subsequently closed. The road is frequently closed for most of the winter and spring. Drivers often choose to move or drive past “road closed” signs, and enforcing the closures has not stopped this activity. The total budget for the project is \$760,146, including \$650,146 of appropriation authority allocated from Emergent Need.

Project No. 1127590 – 212th Avenue SE Flood Risk Reduction

The scope of the project is to install an underground overflow conveyance system to alleviate routine roadway and agricultural area flooding. During rain events, about 1,100 linear feet of the south bound lane of 212th Avenue SE becomes flooded, and is subsequently closed as a result of clogged ditches and the road’s proximity to the ponded wetland. The total budget for the project is \$409,594, including \$233,594 of appropriation authority allocated from Emergent Need.

Project No. 1127591 - 185th Avenue NE Flood Risk Reduction

The scope of the project is to raise the road elevation to alleviate routine flooding. This road provides the sole access to approximately 150 homes. During rain events, 185th Avenue NE becomes flooded due to rising lake level, restricting access to the properties. Wintertime and rain event flooding here is frequent which impacts school children accessing their bus stop. The total budget for the project is \$404,330, including \$339,330 of appropriation authority allocated from Emergent Need.

Funds for these projects address key goals of the Roads strategic plan: Goal 1: Prevent and respond to immediate operational life safety and property damage hazards; and Goal 3: Maintain and preserve the existing roadway facilities network.

The attached motion and report are consistent with the King County Strategic Plan goal of supporting safe communities by maintaining safe and secure county-owned infrastructure, including roads and bridges.

It is estimated that this report and transmittal required two hours of staff time to produce at minimal cost.

Thank you for your consideration of the attached report and motion. If you have any questions, please feel free to contact Brenda Bauer, Road Services Director, at 206-477-3580.

Sincerely,

Dow Constantine  
King County Executive

Enclosures

cc: King County Councilmembers  
    ATTN: Carolyn Busch, Chief of Staff  
        Anne Noris, Clerk of the Council  
Carrie S. Cihak, Chief of Policy Development, King County Executive Office  
Dwight Dively, Director, Office of Performance, Strategy and Budget  
Harold S. Taniguchi, Director, Department of Transportation (DOT)  
Brenda Bauer, Director of the Road Services Division, DOT

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## King County

### Metropolitan King County Council Committee of the Whole

#### STAFF REPORT

<b>Agenda Item:</b>	7	<b>Name:</b>	Mac Nicholson
<b>Proposed No.:</b>	2016-0196	<b>Date:</b>	March 30, 2016

#### SUBJECT

Proposed Motion 2016-0196 would adopt the King County Federal Agenda and the Federal Policy Interests document.

#### SUMMARY

The King County 2016 agenda includes protecting funding levels for critical programs and services, investing in infrastructure, and partnering on solving the homelessness crisis. The agenda highlights general public policy categories, including the following:

- Investing in King County. King County seeks to ensure a continued, robust investment in King County and its 2.1 million residents by maintaining existing federal funding levels critical to providing services.
- Mobility and Infrastructure. King County seeks to partner with the federal government to maintain and expand infrastructure, including repairing and replacing county roads and bridges.
- Addressing Homelessness. Homelessness has reached crisis levels in King County, with thousands of individuals and hundreds of families spending each night on the streets. King County seeks to partner with the federal government to find permanent solutions.
- Realizing King County Potential. King County supports policies and investments that will create safe and sustainable communities, accessible justice systems, and equitable opportunities for all residents.

#### BACKGROUND

Each year King County develops a Federal Legislative Agenda and Federal Policy Interests document. The Council and the Executive work together through their respective government relations staff to determine policy positions on federal issues important to King County residents and businesses, and relate those positions to the U.S. Congress and Federal Government agencies.

#### AMENDMENT

Staff are working on an amendment that would attach the Federal Legislative Agenda and Federal Policy Interests to the proposed motion.

#### ATTACHMENTS

1. Proposed Motion 2016-0196

#### INVITED

1. Rachel Smith, Director of Government Relations, King County Executive

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**Signature Report**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**March 29, 2016**

**Motion**

**Proposed No. 2016-0196.1**

**Sponsors McDermott**

1                   A MOTION adopting the King County 2016 (FY 2017)  
2                   Federal Legislative Agenda and King County 2016 (FY  
3                   2017) Federal Policy Interests.

4                   WHEREAS, the King County council and the King County executive have  
5                   worked together through their respective government relations staff and desire to bring  
6                   their positions on federal issues to the attention of the Second Session of the 114th  
7                   Congress and the First Session of the 115th Congress, and

8                   WHEREAS, King County desires to work cooperatively with other local  
9                   governments and other organizations to achieve its 2016 (FY 2017) federal legislative  
10                  goals, and

11                  WHEREAS, King County is dependent on a strong fiscal partnership with the  
12                  federal government for addressing transportation and infrastructure, public health,  
13                  affordable housing and homelessness, homeland security, flood control and other  
14                  important needs, and

15                  WHEREAS, the King County council and the King County executive will  
16                  continue to review congressional developments for possible revisions of King County's  
17                  2016 (FY 2017) federal legislative goals;

18                  NOW, THEREFORE, BE IT MOVED by the Council of King County:

19           The King County council hereby adopts the King County 2016 (FY 2017) Federal  
20   Legislative Agenda, Attachment A to this motion, and King County 2016 (FY 2017)  
21   Federal Policy Interests, Attachment B to this motion, as King County's highest priorities  
22   for federal action in the 2016 (FY 2017) congressional cycle.  
23

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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J. Joseph McDermott, Chair

ATTEST:

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Anne Noris, Clerk of the Council

APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_.

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Dow Constantine, County Executive

**Attachments:** None



## King County

### Metropolitan King County Council Committee of the Whole

#### STAFF REPORT

<b>Agenda Item:</b>	8	<b>Name:</b>	Miranda Leskinen
<b>Proposed No.:</b>	2016-B0063	<b>Date:</b>	March 30, 2016

#### SUBJECT

This briefing provides an overview on Regional Animal Services of King County and upcoming interlocal agreement contract negotiations, providing context for Councilmembers to anticipate milestones, decisions and other regional animal services items they will hear about in 2016 and beyond.

#### SUMMARY

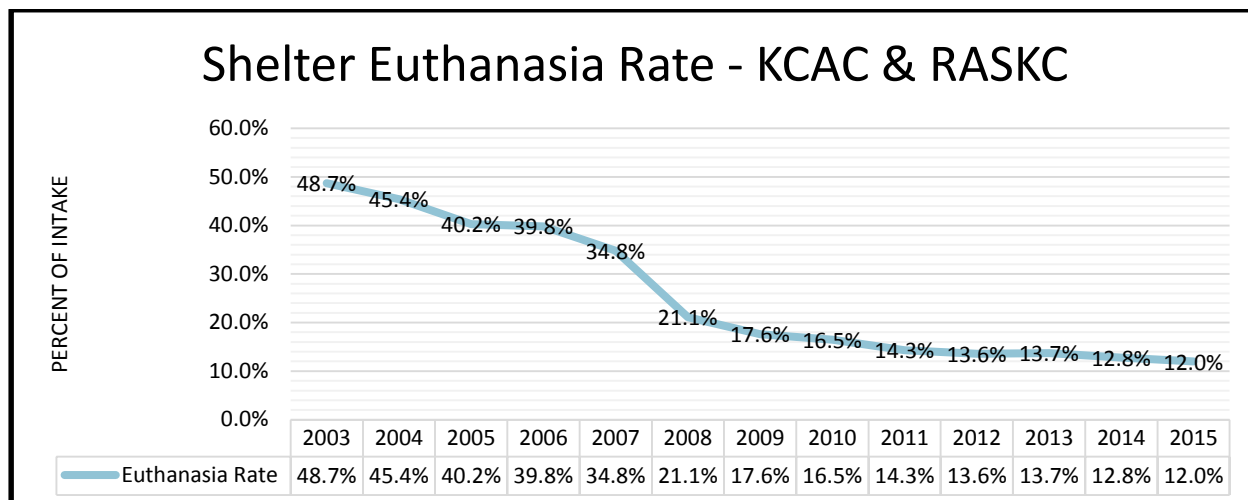
Regional Animal Services of King County (RASKC) has provided regional animal services in partnership with more than two dozen contract cities since 2010. RASKC provides these services (including field response, sheltering and licensing) to unincorporated areas of the county and 25 contract cities via interlocal agreement (ILA). The current ILAs continue through 2017. Early discussions with partner cities regarding new ILAs are underway, and contract negotiations will continue into 2017 until a new agreement is finalized.

Collaborative review by Council staff, agency staff and Executive staff of key dynamics affecting Regional Animal Services of King County (RASKC) has resulted in the overview of RASKC services and upcoming interlocal agreement contract negotiations that this briefing will provide.

#### BACKGROUND

King County has provided animal services to much of the county since 1972 when King County Animal Control (RASKC's predecessor) was established. For years, animal services focused on animal control outcomes and yielded a high annual animal euthanasia rate. However, policy changes beginning in 2007 aimed at improving county animal services efficiency and animal welfare outcomes led to a dramatically decreased annual euthanasia rate (as shown in Chart 1) and a significant increase in the number of animals rehomed or adopted each year.

**Chart 1. Shelter Euthanasia Rate (Dogs and Cats) (By Year)<sup>1 2 3</sup>**



It was during this period that the model for providing animal services in King County also changed. In 2010, Regional Animal Services of King County (RASKC) was formed as a partnership between King County and more than two dozen cities to improve animal welfare in the region.

The RASKC regional partnership comprises a total service area of more than 1,100 square miles with just over one million residents. RASKC's stated mission is to provide the county with sustainable, cost-effective services that protect people and animals while providing humane animal care. Benefits of a regional animal services system as identified by the Joint Cities-County Work Group on Animal Services in 2010 (2010-B0095) include:

- **Public health and safety:** creates the ability to track animal public health issues regionally, like rabies, and handle multi-jurisdictional animal control cases;
- **Animal welfare:** reduces pressure on non-profit shelters, avoids competition between jurisdictions for shelter space, and creates regional capacity for emergency response and large volunteer groups;
- **Customer service:** provides a uniform pet licensing program and database management for better customer service, as well as a single point of contact for lost pets or citizen complaints; and
- **Efficient services:** provides economies of scale and a consistent approach to animal care and control countywide.

## Regional Animal Services

RASKC provides regional animal services including animal control/field response, sheltering and pet licensing to unincorporated areas of the county and 25 contract cities

<sup>1</sup> Intakes includes strays, owner surrenders, euthanasia requests, confiscations, transfers from other agencies and clinic intakes.

<sup>2</sup> This data includes owner surrender euthanasia requests fulfilled.

<sup>3</sup> Animals brought in for owner-request euthanasia are evaluated by RASKC first to determine if euthanasia is appropriate before euthanasia is performed.

via interlocal agreement (ILA). A list of RASKC partner cities is provided below in Table 1. The current ILAs continue through the end of 2017.<sup>4</sup>

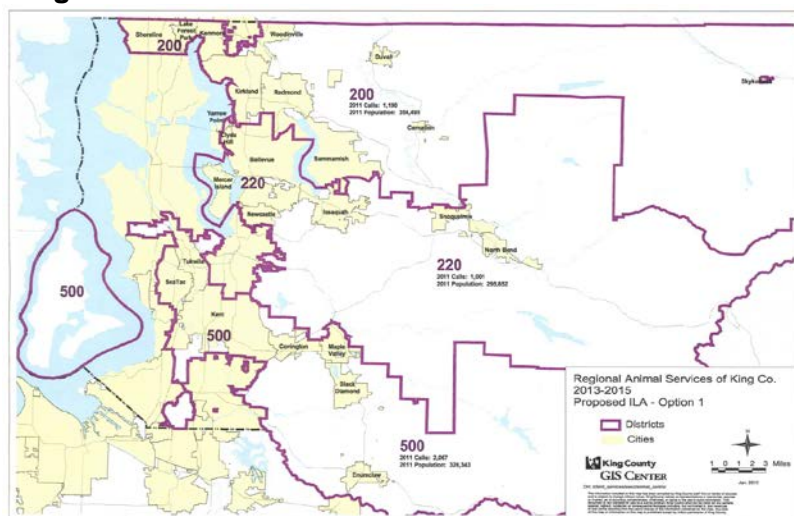
**Table 1. RASKC Partner Cities**

Bellevue	Kent	SeaTac
Black Diamond	Kirkland	Shoreline
Carnation	Lake Forest Park	Snoqualmie
Clyde Hill	Maple Valley	Town of Beaux Arts
Covington	Mercer Island	Tukwila
Duvall	Newcastle	Woodinville
Enumclaw	North Bend	Yarrow Point
Issaquah	Redmond	
Kenmore	Sammamish	

### Animal Control/Field Response Services

Animal control/field response services include the operation of a public call center, the dispatch of animal control officers in response to calls, and the handling of calls in the field by animal control officers, including the collection and delivery of animals to the Kent shelter (or other shelters included in the ILA). Animal control/field control services are divided into three service districts within the total regional service area, as shown in Image 1 below. Important to note, unincorporated areas of the county are represented in each of the three service districts.

**Image 1. RASKC Jurisdiction and Service Districts**



Animal control officers<sup>5</sup> are assigned to each service area, and contracting cities may opt to enhance animal control service within their jurisdiction for an additional cost and through a separate agreement.

<sup>4</sup> The initial RASKC ILAs ran from 2010-2012, and the 2013-2015 ILAs were extended through 2017.

<sup>5</sup> The current collective bargaining agreement between the County and the Animal Control Officers Guild will continue through the end of 2016. This agreement covers 26 employees in the Department of Executive Services. Covered job classifications include Animal Care Technician, Animal Control Officer, Animal Control Sergeant, Animal Control Sergeant Lead, Foster Program Coordinator, Pet Adoption Counselor and Veterinary Technician.

Executive staff state that RASKC utilizes best efforts to ensure call response for the more than 5,000 animal control services field requests received each year within the guidelines set for call response by the Joint City/County Collaboration Committee (JC4). Table 2 below shows the call types for 2015 by priority code<sup>6</sup>, the response goal, and the percentage of calls that met those call response goals.

**Table 2. 2015 Aggregate Call Response (by Priority Code)**

<b>Call Priority Code</b>	<b>Number of Calls</b>	<b>Average Response Time (HRS)</b>	<b>Response Goal (HRS)</b>	<b>Number of Responses Meeting Goal</b>	<b>Percentage of Responses Meeting Goal</b>
Priority 1	103	1.14	1	78	75.73%
Priority 2	570	1.03	2	527	92.46%
Priority 3	976	17.81	4	549	56.25%
Priority 4	2,124	60.19	24	1,173	55.23%
Priority 5	1,512	67.11	72	1,258	83.20%

### Shelter Services

Shelter services include the general care, cleaning, medical care and nourishment of owner-released, lost or stray animals in preparation for returning those animals to their guardian or placing them in new homes. Services are provided year-round at the county's animal shelter located in Kent or at other shelter locations utilized by the county in accordance with the ILAs. It should be noted that four of the partner cities (Woodinville, Shoreline, Lake Forest Park and Kenmore) contract with Progressive Animal Welfare Society (PAWS) in Lynnwood, rather than through RASKC, for shelter services for most of their dogs and cats. In these four cities, services for animals determined to be vicious, quarantined animals, farm animals and domestic pets other than cats or dogs are provided by RASKC, as these animals are not accepted at PAWS.

The RASKC shelter program is supported by more than 500 volunteers who contribute thousands of hours to the RASKC shelter services program each year. The shelter program also receives support from volunteer foster care providers who provide care for kittens that are too young for adoption and for sick or injured animals until those animals are ready for adoption. In 2015, over 1,200 animals were placed with volunteer foster care providers.

Additionally, the RASKC shelter program maintains a veterinary clinic that provides incoming animals with medical attention. For context, the RASKC clinic performs over 2,000 spay and neuter surgeries annually, in addition to caring for the day-to-day medical needs of resident shelter animals.

### Licensing Services

Licensing services include the operation and maintenance of a unified system to license pets in contracting cities. RASKC licenses over 100,000 cats and dogs each year, working

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<sup>6</sup> High priority calls include calls that pose an emergent threat to the community including humans (priority 1) and animals (priority 2), while lower priority calls include non-emergent service requests for issues such as possible leash law violations or barking dogs.

with more than 450 contract sales partners including city halls, licensing agencies, pet stores, veterinary clinics, animal shelters and grocery stores.

RASKC engages in a variety of efforts to increase licensing revenue, such as providing city partners with customized marketing support, maintaining a strong presence at community events and maintaining a robust web and social media presence. Additionally, RASKC is expanding its community outreach by providing materials in additional languages (such as Spanish). In total, RASKC has an overall average license compliance rate of nearly 23 percent for 2015, which is on the higher end of compliance rates nationally. For unincorporated areas of King County, the estimated animal license compliance rate for 2015 is even higher at 29 percent.

Another example of efforts to increase licensing revenue is the RASKC neighborhood marketing program (commonly known as canvassing), where seasonal RASKC staff walk door-to-door informing residents about the benefits of pet licensing and issuing temporary licenses when appropriate. RASKC staff states that it makes efforts to inform residents of upcoming canvassing dates, such as by providing notification through local media and municipal newsletters. Canvassers are identifiable through RASKC-labeled shirts and/or jackets, county ID cards, business cards and pet licensing documents. Canvassers do not issue a citation when an unlicensed pet is identified. Instead, the canvasser provides the pet owner with a free temporary license, affording the pet owner time to purchase a permanent license.

RASKC staff report that, in 2015, for every \$1 spent in neighborhood outreach, \$2.02 (gross) was earned.<sup>7</sup>

### Organization Partnerships

RASKC also maintains a number of partnerships with community organizations, animal-related businesses and nonprofit animal providers. These relationships amplify the level of regional animal services provided by the RASKC program. For instance, a partnership between RASKC and PIMA Medical Institute to host a veterinary technical training program at the Kent shelter provides RASKC animals with specialty medical care at no additional cost to the shelter, while giving students the opportunity to gain practical experience and gain exposure to animal welfare issues in the region.

RASKC also partners with South County Cats, Puget Sound Working Cats and Feral Cat Assistance and Trapping to assist residents with addressing free-roaming and feral cat issues, and with Pasado's Safe Haven Spay Station and Northwest Spay and Neuter Clinic to expand the availability of lower cost or free spay neuter services in south and east King County.

RASKC staff also indicate that a partnership with Petco to locate a pet adoption center within its Kirkland store has significantly increased the number of total RASKC pet adoptions.<sup>8</sup>

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<sup>7</sup> This rate of return is for the first year and does not include the revenue anticipated from future renewals in subsequent years.

<sup>8</sup> This pet adoption location now accounts for nearly 25 percent of all adoptions from RASKC.

## Animal Services Revenue

Animal license fees provide a major source of revenue for animal services, with payments from contract cities (for animal services not covered by their licensing revenue) and the county accounting for the other main revenue sources.<sup>9</sup> Income from donations, enhanced services to contract cities, fines and other fees also contribute to animal services revenue. Table 3 below provides a summary of these revenue sources.

**Table 3. 2015/2016 RASKC Projected Revenue Sources**

<b>Revenue Source</b>	<b>Amount</b>
Pet Licensing Revenue	\$5,599,873
Pet Licensing Late Fees	\$160,000
Animal Adoption Fees	\$150,000
Animal Business Licensing	\$3,000
Civil Penalties/Pet License Fines	\$220,000
Miscellaneous Fees	\$238,800
City Payment for Services	\$1,589,000
City Rebate	(\$6,000)
Enhanced Services	\$511,222
General Fund	\$5,262,000
Animal Bequest Fund (Donations)	\$280,000
<b>Total Revenues</b>	<b>\$14,007,895</b>

King County allocated \$5.26 million in General Fund support for animal services as follows in the 2015-2016 budget<sup>10</sup>:

- \$1.6 million to unincorporated King County for RASKC services<sup>11</sup>;
- \$1.8 million to support large, high shelter-intake cities in South King County; and
- \$1.8 million to enhance shelter outcomes and cover cost increases outside of the ILA cost allocation model.

## Financial Sustainability

The Council has identified the financial sustainability of regional animal services as an area of interest. In 2014, the Council required RASKC to prepare an operational strategic plan per a 2013/2014 Budget proviso (Ordinance 17476, Section 99, P1).<sup>12</sup>

In that Operational Strategic Plan, RASKC identified three operational strategic goals: financial sustainability, service excellence and regional leadership.

Most recently, the 2015/2016 adopted budget ordinance (Ordinance 17941) contains a \$1,900,000 proviso on RASKC's \$14.2 million total biennial appropriation. The proviso

<sup>9</sup> Prior to RASKC, the county provided animal services to contract cities in return for licensing revenues from those jurisdictions, with the General Fund covering program costs exceeding licensing revenues and fees. Since establishment of the RASKC partnership in 2010, the county and partner cities have been sharing these costs.

<sup>10</sup> The General Fund transfer to RASKC for 2015/2016 accounts for approximately 37 percent of total biennial revenue for animal services.

<sup>11</sup> Unincorporated areas account for approximately one-third of total animal services provided in King County.

<sup>12</sup> Motion 14211 approved the proviso response.

splits release of the funds subject to the proviso, authorizing \$1,500,000 to be released to RASKC upon the Executive's transmittal to Council of a financial sustainability report and a motion to accept the report. The remaining \$400,000 is authorized for release to RASKC upon Council passage of the motion to accept the report. The Executive transmitted the financial sustainability report and the motion to accept the report to Council on February 22<sup>nd</sup>. The proposed motion (2016-0138) received a Do Pass recommendation on March 22<sup>nd</sup> from the Government Accountability and Oversight committee. Proposed Motion 2016-0138 is currently scheduled for possible action by the full Council at its April 4<sup>th</sup> meeting.

### ILA Contract Negotiations—Principles and Strategies

As noted earlier, the current RASKC ILAs with partner cities expire at the end of 2017. Early discussions with partner cities regarding a new ILA have begun, and the contract negotiations process will continue into 2017 until a new agreement is finalized.

The Financial Sustainability Report, submitted in response to the 2015-2016 budget proviso, outlines principles and strategies for the interlocal agreement (ILA) contract negotiations process, and addresses ways to reduce reliance on General Fund support and bring regional animal services closer to being a full-cost recovery program. Organized in alignment with the three strategic operational goals identified in the 2014 Operational Strategic Plan, examples of negotiations principles and strategies RASKC has stated it intends to follow include:

#### *Negotiations principles*

- Reduce costs to County General Fund on an on-going basis (i.e. increase revenues and control/reduce operating costs);
- Provide Equity and Social Justice support to areas needing it while working with all partners to improve animal licensure rates;
- Maintain or improve the quality of animal outcomes currently achieved by RASKC;
- Maintain or improve service levels for public and contract partners;
- Include additional cities, ensuring outcomes and services are maintained and cost impacts can be mitigated; and
- Utilize other facilities to enhance effectiveness, efficiency or capacity of animal care and sheltering in King County

#### *Negotiations strategies*

- Simplify the cost allocation model<sup>13</sup>;
- Allocate county-funded credits to mitigate impacts to changes in the allocation model, particularly for jurisdictions below the average county median income levels;
- Revenue from any jurisdiction in excess of their costs should be used to offset the County's General Fund (outside of the model) expenses;

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<sup>13</sup> Per the terms of the current ILA, partner city costs for RASKC-provided animal services are determined primarily by services usage (80 percent determinant of cost allocation), with their respective populations serving as the remaining cost allocation factor (20 percent determinant).

- Work to ensure equity of service and animal care is provided across the County;
- Work to ensure all participating cities remain in the model; and
- Actively engage the County and all 25 partner cities in the negotiations process.

### ILA Contract Negotiations—Timeline

The Financial Sustainability Report identifies the following anticipated negotiation process milestones:

- January 20, 2016 – Initiate ILA contract negotiation discussions with cities, including the approach for reaching agreement on principles and strategies and establishing an agreed timeline.
- September 1, 2016 - Agreement in principle by all parties.
- December 31, 2016 – Contract draft for parties CEOs to review/approve.
- February 15, 2017 – Formal notification of intent to contract.
- May 1, 2017 – Confirmation of intent to contract<sup>14</sup>.

### INVITED

1. Norm Alberg, Director, Records and Licensing Services Division (RALS), Department of Executive Services (DES)
2. Gene Mueller, Manager, Regional Animal Services, RALS-DES
3. Sean Bouffiou, Finance Administrator, DES

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<sup>14</sup> For historical reference, Ordinance 17374 (authorizing the Executive to enter into the ILA for 2013-2015) was introduced and referred to committee on May 21<sup>st</sup> of 2012, where it received a Do Pass recommendation on June 26<sup>th</sup>, followed by full Council passage on July 9<sup>th</sup>.



## King County

### Metropolitan King County Council Budget and Fiscal Management Committee

#### STAFF REPORT

<b>Agenda Item:</b>	9	<b>Name:</b>	Patrick Hamacher, Paul Carlson, Lauren Mathisen
<b>Proposed No.:</b>	2016-B0064	<b>Date:</b>	March 30, 2016

#### SUBJECT

An overview briefing of the proposal to sell Transit's Convention Place Station (CPS) to the Washington State Convention Center Authority (WSCC) to allow for expansion of the convention center.

#### SUMMARY

In the next month, the Executive is expected to transmit a purchase and sale agreement to convey CPS to WSCC to allow for expansion of the convention center. The sale of this 4.1 acre parcel in downtown Seattle will provide WSCC with the necessary land to complete an expansion that will more than double the size of the state convention center.

The County is currently expected to vacate the downtown Seattle transit tunnel (the tunnel) in 2021. This deal would require Transit to vacate the parcel as early as 2018, but would allow for the convention center expansion to begin immediately. This staff report will provide a background and summary of the deal points publicly available at this time. Future analysis will be undertaken once transmittal of the purchase and sale agreement has occurred.

#### BACKGROUND

##### **The Convention Center**

In 1982 the State Legislature created a public non-profit corporation to acquire land, design, construct and manage a state convention center. The WSCC first opened in 1988. The WSCC has been expanded several times. The first expansion doubled the size of the venue and opened in 2001. In 2010, an additional 71,000 square feet were added to bring the convention center to its current total of 414,722 square feet. The proposed expansion would increase the convention center by 435,000 square feet, including: 250,000 square feet of exhibit space, 125,000 square feet of meeting rooms and 60,000 square feet of ballroom space.

Currently, the WSCC is operated as a Public Facilities District that was created by County Ordinance 16883. As a Public Facilities District, the WSCC is able to operate more independently from the State of Washington and make its own decisions about expansion. The WSCC is governed by a nine member board with three appointees each from the State of Washington, King County and the City of Seattle. The WSCC has existing debt in the form of State of Washington General Obligation bonds (due to be retired in 2020) and certificates of participation (due to be retired in 2029).

### **Convention Place Station**

The Transit property is a 4.1 acre parcel in the City of Seattle and has been used by Transit since 1990. Transit uses the property as a bus station and as bus layover space when buses are not in service. It also serves as the northern entrance to the downtown Seattle tunnel for buses. The County-Sound Transit-City of Seattle agreement for joint bus and light rail use of the tunnel provides that increased train volumes may result in removal of buses from the tunnel. The County is expected to lose access to the tunnel with the opening of light rail to Northgate, which is expected in 2021. At that point the tunnel would be solely used for train service.

### **The Term Sheet**

The County Council does not yet have the purchase and sale agreement for this property. However, a term sheet has been made public. This section will outline the term sheet for the transaction. Further analysis will be conducted once the Executive has transmitted the sale for Council consideration.

#### **Key Terms:**

- Price - \$146m. Full appraised value (fee simple interest) as of April 2015 appraisal from McKee & Schalka
- Financing - \$15 million at close, Interest only payments until 2022 (3% interest) and principal and interest payments from 2023 until 2045 (5% interest plus 3% inflator). The total of all payments to King County will be \$285 million.
- County debt is subordinated to bond holders of WSCC debt, but the WSCC has to pass stress tests before issuing future debt.
- Parties will share the cost of “interim” access to I-5 with the County paying 80% of those costs. This will allow Transit to stay in the tunnel until at least 2018.
- WSCC will provide bus layover space during construction. County will need to find permanent bus layover space at its cost.
- The County will pay the costs of relocating a trolleybus substation and removing equipment from the site, with Sound Transit paying a share, now under negotiation, of the equipment removal costs.
- The project will use a Project Labor Agreement (PLA) similar to the County’s PLA on the Brightwater project. This PLA will encourage the use of apprentices and local hiring.
- WSCC will construct affordable housing on or adjacent to the site or make a \$5 million contribution to County affordable housing programs.

### **Next Steps**

The Executive is working with WSCC and Sound Transit to finalize the agreements necessary for Council transmittal. Upon receipt, staff will begin our analysis of the

Purchase and Sale Agreement. We are aware that there are significant impacts to transit, affordable housing, public art and a number of other key areas and will have our analysis prepared for consideration by Council after transmittal. The analysis will be staffed as follows:

- Project Lead – Patrick Hamacher
- Transit Analysis – Paul Carlson
- Affordable Housing Impacts – Lauren Mathisen
- Land Use Issues – Erin Auzins
- Financial Analysis – Patrick Hamacher
- Public Art – Patrick Hamacher

Please feel free to direct any questions to the entire team, or specific analyst assigned to your area of concern.